

# BUSINESS PLAN & CONCEPTUAL DESIGN FOR A NEW MULTI FACETED MOTORSPORTS FACILITY

For the Sudbury District Motorsports Association  
Sudbury, ON



EPOH



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## Executive Summary

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Motorsport racing is one of the world's most popular forms of sport. For decades, Sudburians have enjoyed a variety of motorsport activities. Many local residents travel regionally, provincially, nationally and even internationally, to watch and/or compete in a variety of motorsport activities including Drag Racing, Motocross Racing, Snowcross Racing, Stock Car Racing, Karting, and Off Road Vehicle Competitions. Many of these were part of annual events, festivals and fairs that have come and gone over the years due in part to the lack of a permanent venue. These dedicated participants and spectators have come together to form the Sudbury and District Motorsport Association (SDMA). The SDMA, a not for profit organization, is dedicated to the development of motorsports activity in the Sudbury District representing a broad spectrum of motorsport activities with a goal of having a local facility to practice and conduct race events. The development of a new multifaceted motorsports facility for the Sudbury region has been a goal of SDMA for many years. The consulting team of BDO Canada LLP Chartered Accountants and Advisors, EPOH Architects and Genivar Consulting Engineers were engaged to complete a feasibility study, and if warranted, a business/concept plan for a multifaceted motorsports facility.

With positive indicators for success (e.g. demand, potential for capital funding etc.) from the feasibility portion of the study, the consultants and SDMA now turn their focus on a business/concept plan for the proposed multifaceted motorsports facility. This plan brings together many years of hard work and study to outline the implementation of a 5 year plan for a facility. This plan is the culmination of research that established demand and need and options for site, space and building of a facility through stakeholder consultation and feasibility analysis. The objective of this final project phase is to provide a business case and an implementation plan for the preferred solution, which is a multi-element facility.

## Background and History

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The popularity of motorsport racing is marked by its global fan base and not so much by the participation in competition. It's obvious there are far fewer racing car drivers, mechanics, pit crew and support personnel than there are soccer, basketball or other team players around the world. However, one needs to look no further than the racing series such as NASCAR in the United States, which regularly attracts significant television audiences and is second only to football.

The concept of a multifaceted motorsports facility accommodating a broad array of uses has been evolving over the past few years and has found new life through the passion and dedication of the SDMA volunteers and collective motorsports enthusiasts from across northeastern Ontario. As well, the City of Greater Sudbury and the Greater Sudbury Development Corporation (GSDC) have provided support and staffing to assist on the pursuit of a facility.

## Demand

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The growing numbers of the SDMA membership and growing fan base in the area is just one of the reasons to confirm the need for a New Multifaceted Motorsports Facility. The SDMA is an amalgamation of The Sudbury Drag Racers, the Sudbury Kart Club, Canadian Motorsport Racing Corp. (MotoCross) and the Chemmy Mudboggers.

- The Sudbury Drag Racers and motocross are an example of two local clubs whose members travel to participate and watch events in other venues/cities due to lack of a local venue
- The Sudbury Kart Club is a self-sustaining and currently rents space for races
- The Chemmy Mudboggers members hold a couple of annual events (in an open field) that are very well attended but have no venue.

Early on, SDMA recognized the importance of demonstrating support. In an effort to validate individuals support for the project, memberships to SDMA were sold in an effort to garner support. In less than one year, over 1,500 memberships have sold; with numbers now closer to 2,500 and all participants willingly paying \$10.00 to confirm their support and commitment to the project. Memberships continue to be sold as momentum for the project grows. As well, the community at large has provided 50 formal submissions of support.

To this end, the demand for a motorsport facility in Greater Sudbury is just as much of an economic benefit to the region as it is recreational benefit for SDMA's 2500 members. The Sudbury Drag Racers have seen growth in their membership in the past couple of years due to an increase in motorsports in general and several new Northern Ontario venues greatly reducing travel to southern Ontario or the United States. This growth, plus the opportunity to stage events attracting large attendance numbers and gate receipts, validates that having a local Sudbury venue will increase interest in either participating or viewing motorsports events. This situation coupled with the fact that motorsports is extremely popular amongst spectators creates a perfect environment for a motorsports facility, since gate receipts are essential to success. At a minimum, SDMA will stage 28 events by Year 5 during the peak season of May to September and provide numerous opportunities for practice. See Appendix H for demand chart.

As well, the individual investment in motorsports is significant requiring an initial capital outlay of at least \$150,000 for a competitive drag racer as well as yearly maintenance, supplies and parts which for the most part are purchased locally. This outlay allows the racer to travel to the various events as well as compete locally. Appendix J provides an example of capital and operating expenditures for a local drag racer.

## Location

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The SDMA worked with City of Greater Sudbury Planning Staff over the past few years to conduct a preliminary site screening exercise for the proposed facility by utilizing predefined selection criteria to query the City's Geographic Information System. One of the few sites worthy of the development was at the Sudbury Airport. SDMA engaged the Sudbury Airport Community Development Corporation (SACDC) to discuss the possibility of establishing the park on lands owned by the SACDC. The Greater Sudbury Airport property consists of 496.8 hectares (1227.6 acres) of land. Areas are developed based on a phased in process of need.

The new multi faceted motorsports facility will be located in the northeast quadrant on 110 acres of SACDC lands as depicted in Appendix K. It was chosen as preferred site based on:

- Large enough to accommodate required elements
- Closest to city's geographic and traveling centre
- No relocation/alteration of existing site uses will be required



- Least detrimental impact on neighbours
- Good flexibility for future or phased expansion
- Zoning/Services

## Mission

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"Through its collective professionalism The Sudbury District Motorsports Association is committed to providing a controlled, safe, family oriented, fun opportunity to the community through multi faceted motorsports activities. We will work towards sustainability and encourage economic growth, while being environmentally sensitive"

## Objectives

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### Financial Objectives - Capital

1. Phase elements in over the 5 year term of the projection based on a practical approach to access various levels of government and private/in-kind contributions (e.g. highest revenue generating elements first).
2. The SDMA will obtain a Provincial Government grant/loan equal to \$5,000,000, City of Sudbury Economic Development Fund ("EDF") contribution equal to \$1,000,000 and contribute \$8,444,870 in cash (\$3,853,630) from fundraising (\$900,000) and operations (\$2,953,630) and in-kind services (\$4,565,250) towards the construction of the Facility. Given the current known sources of potential funding/financing, SDMA has a funding shortfall of \$3,000,000 at a minimum. Between the date of this business plan and the date of commencement of construction, the SDMA will seek funding for the remainder. This project is to be completed as follows:

### Initial Construction - Year 0/1

■ Capital Contributions:	
○ Province of Ontario	
• Grant	\$2,500,000
• Deferred Loan	2,500,000
○ City of Sudbury EDF	500,000
○ Funding Shortfall	3,000,000
○ SDMA/Private Sector Contributions	
• Cash from operations	639,900
• Cash from fundraising	500,000
• In-Kind Contributions	<u>3,728,500</u>
Total Contributions	<u>\$13,368,400</u>
■ Capital Expenditures:	
○ Base Costs	\$5,747,500
○ Parking Lot	1,380,000
○ Mud Bog & Demolition Area	325,000
○ Grandstand	1,555,000

○ Drag Strip and peripherals	2,750,000
○ Design Fees	1,175,750
○ Project Management	235,150
○ Geotechnical	100,000
○ Topographical Surveys	<u>100,000</u>
Total Expenditures	<u>\$13,368,400</u>

**Expansion #1 - Year 2**

■ Capital Contributions:	
○ City of Sudbury EDF	\$250,000
○ In-Kind Contributions	<u>683,750</u>
Total Contributions	<u>\$933,750</u>
■ Capital Expenditures:	
○ Events Area	\$80,500
○ Motocross Track and Peripherals	730,000
○ Design Fees	81,050
○ Project Management	16,210
○ Excess contribution (operating funds)	<u>25,990</u>
Total Expenditures	<u>\$933,750</u>

**Expansion #2 - Year 3**

■ Capital Contributions:	
○ City of Sudbury EDF	\$250,000
○ SDMA/Private Sector Contributions	
• Cash (operations)	171,700
• In-Kind Contributions	<u>37,500</u>
Total Contributions	<u>\$459,200</u>
■ Capital Expenditures:	
○ Kart Track and Peripherals	\$410,000
○ Design Fees	41,000
○ Project Management	<u>8,200</u>
Total Expenditures	<u>\$459,200</u>

**Expansion #3 - Year 5**

■ Capital Contributions:	
○ SDMA/Private Sector Contributions	
• Cash (operations)	\$2,568,020
• In-Kind Contributions	<u>115,500</u>
Total Contributions	<u>\$2,683,520</u>
■ Capital Expenditures:	

○ Main Gate Building	\$1,081,000
○ Oval Track	750,000
○ Campground	565,000
○ Design Fees	239,600
○ Project Management	<u>47,920</u>
Total Expenditures	<u>\$2,683,520</u>

3. Generate sufficient cash flow from Year 1 to 5 to cover SDMA's portion of capital spending requirements, per the phased approach (detailed in the implementation plan below) as follows:

- Year 1 - \$1,139,900
- Year 2 - \$0
- Year 3 - \$171,700
- Year 4 - \$0
- Year 5 - \$2,568,020

4. Meet fundraising targets as follows:

- Pre-Construction - \$500,000
- Operating Period - \$100,000 per year

5. Attract event subsidies in the amount of \$40,000 per year in Year 1 and Year 2;

### Business/Operating Objectives

To ensure the feasibility of the new facility, the operating objectives are to:

1. Break even at a minimum;
  - At a minimum, to stage 28 events by Year 5 during peak season of May to September;
  - Seek to maximize off peak season and hours with marketing and operating strategies (e.g. winter motor sports);
2. To look for opportunities of synergies with other City/Airport events (e.g. cross-selling) or operating activities (scheduling, maintenance, accounting, management, access to programming etc.)
3. Seek to maximize peak and off peak season and hours with marketing and operating strategies that target the facility and specific events.

### Community Impacts and Linkages

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The City of Greater Sudbury along with the Sudbury District Motorsports Association believe that the building of the new Multi Faceted Motorsports Facility will further stimulate the Sudbury economy and can be used for the benefit of the community as a whole. The new facility will bring more visitors to the community, as well as providing increased employment to its citizens due to the fact that the facility is the only one of its kind in northern Ontario. A summary of the community impacts and linkages are as follows:

- Tourism - take advantage of “Coming of Age in the 21st Century: An Economic Development Strategic Plan for Greater Sudbury 2015,” that sets a goal for Greater Sudbury to become “One of the Top 4 Destination in Ontario.” The SDMA is familiar with the initiatives underway and are confident that the development of a motorsports park will enhance the existing and future tourism infrastructure by; acting as a main attraction, present an opportunity to create vacation “bundles” and overnight packages.
- Safety - provide the community with a safe, controlled environment for competitive racing.
- Environment - SDMA believes that it is essential to promote environmentally sensitive motorsport activity. SDMA will be able to encourage a smaller environmental footprint while keeping activity off the City’s extensive non-motorized trail system.
- Health & Recreation - Participation in recreational activities contributes to mental well being, life satisfaction levels and enhancing quality of life for individuals, families and communities. As well, recreation promotes leadership, character and career development for youth while emphasizing social, cultural and educational growth.
- Education - SDMA recognizes that there are significant synergies between this project and the opportunity for educational program enhancements and development. SDMA appreciates the facility will be able to provide the necessary training grounds to acquire hands on experience that is vital to meaningful employment.
- Leverage Networks, Partnerships and Spheres of Influence - develop and leverage relationships, not only within the sport community, but in other national and international contexts—political, economic and trade—that influence site selection decisions.
- Economic - the economic benefits of a motorsports facility include job creation, business development, tourism infrastructure, and skills recruitment. Expenditures by visitors generate the following economic benefits:
  - The Economic Impact of SDMA Participants Year 1 in Sudbury Regional Municipality in 2012 - \$2.1M;
  - The Economic Impact of SDMA Participants Year 5 in Sudbury Regional Municipality in 2012 - \$2.3M;
  - The Economic Impact of SDMA Investments in Sudbury Regional Municipality in 2011 - \$11.7M.

## Conclusion

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SDMA believes that given the support of the City and other user groups, the timing is right for development. This plan, although far-reaching and capital intensive, is the start of a process to bring motorsports to Sudbury and Northern Ontario. Further, SDMA understands that they are at the planning and conceptual design stage and this long awaited document will communicate the information required to develop partnerships and alliances with the various stakeholders internal and external to their organization to seek commitments and further define the plan. The impacts and linkages of this project are not just economic nature but also address the areas of tourism, education, recreation, safety, etc. Further, this plan makes numerous references to the fact that the motorsport facility will benefit not only the community but also the region and Ontario. SDMA is excited about this collaborative approach and recognizes the need for community partnerships. They are committed to ensuring this project has a solid foundation for moving forward and maintaining its longevity.

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## Introduction & Background

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Motorsport racing is one of the world's most popular forms of sport. The popularity of racing is marked by its global fan base and not so much by the participation in competition. You don't have to be behind the wheel to enjoy motorsports. In relative terms, it's obvious there are far fewer racing car drivers, mechanics, pit crew and support personnel than there are soccer, basketball or football players around the world. In terms of popularity, one needs to look no further than the racing series such as NASCAR in the United States, which regularly attracts significant television audiences and is second only to football. Famous races such as the international Formula 1 series or the Indianapolis 500 have popular recognition and have a devoted following on every continent. As of 2007, in the US and Canada alone, there were over 1800 racing venues covering the broad groupings of Road Courses, Oval Tracks, Drag Strips or Kart Tracks plus numerous other Motocross and other motorsport venues.

For decades, Sudburians have enjoyed a variety of motorsport activities. While there currently exists some local activities such as off road vehicle competitions (mud-bogging) or karting, many local residents travel great distances to satisfy their motorsport needs. Local enthusiasts will travel to other communities regionally, provincially, nationally, and even internationally, to watch and/or compete in a variety of motorsport activities including: Drag Racing; Motocross Racing; Snowcross Racing; Stock Car Racing; Karting, and; Off Road Vehicle Competitions. While some of these activities are still hosted in Sudbury today, there are a number of them that were part of annual events, festivals and fairs that have come and gone over the years due in part to the lack of a permanent venue. Sudbury motorsport enthusiasts, now travel to partake in various motorsport activities, including practice events. These same dedicated participants and spectators have come together to form the Sudbury and District Motorsport Association (SDMA). The SDMA, a not for profit organization, is dedicated to the development of motorsports activity in the Sudbury District. The organization was created by several enthusiastic and committed individuals representing a broad spectrum of motorsport activities with a goal of having a local facility to practice and conduct race events. The project is new multi faceted motorsports facility that meets the needs of participants and spectators for a variety of motorsports and ancillary activities. A multifaceted motorsports facility would offer one venue for all the motorsports needs. Revenue would be generated from not only the event (e.g. Participant and Spectator Revenue), concession revenue, and campground revenue but as well as practice revenue from the SDMA membership use of the facility on off-event days and sponsorship revenue from local companies advertisements at the facility.

### **SDMA Mission**

"Through its collective professionalism The Sudbury District Motorsports Association is committed to providing a controlled, safe, family oriented, fun opportunity to the community through multi faceted motorsports activities. We will work towards sustainability and encourage economic growth, while being environmentally sensitive"

Early on, SDMA recognized the importance of demonstrating support. In an effort to validate individuals support for the project, memberships to SDMA were sold in an effort to garner support. In less than one year, over 1,500 memberships have sold; with numbers now closer to 2,500 and all participants willingly paying \$10.00 to

confirm their support and commitment to the project. Memberships continue to be sold as momentum for the project grows.

To this end, the development of a motorsport facility in Greater Sudbury is just as much of an economic benefit to the region as it is recreational benefit for SDMA's 2500 members.

## **History of Pursuit of Project**

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There have been various attempts by motorsports enthusiasts to develop and establish facilities that accommodate activities such as motocross, drag racing, snowcross, oval racing and other sports. Today, the concept of a multifaceted motorsports facility accommodating a broad array of uses has been evolving over the past few years and has found new life through the passion and dedication of the SDMA volunteers. Across northeastern Ontario, enthusiasts from various motorsports recognize that collectively they can realize a facility that has the capacity for all of these uses.

The SDMA worked with City of Greater Sudbury Planning Staff over the last year to conduct a preliminary site screening exercise for the proposed facility by utilizing predefined selection criteria to query the City's Geographic Information System. The criteria used related to desired property size, desired property depth, appropriate land use designations, appropriate separation distances from surrounding sensitive residential land uses, and frontage on certain classes of public roads. This preliminary screening identified over 20 potential sites, many of which were deemed unfeasible given issues relating to zoning, land assembly, access and proximity of residential land uses. One of the few sites worthy of the development was at the Sudbury Airport. SDMA is proposing to the Sudbury Airport Community Development Corporation (SACDC) that the facility be located on lands owned by the SACDC.

Since this time, SDMA has completed a feasibility study. The objective of the feasibility study was to demonstrate that the client(s) requirements can be achieved and identify and evaluate the options to determine the one preferred solution. As part of this process, a site review was undertaken at the Airport to ensure that site was able to accommodate infrastructure, services and elements for the project while meeting or understanding regulatory requirements (e.g. NavCan, Transport Canada, Ministry of Natural Resources, City, etc). See Appendix G for the NavCan letter to the SDMA

As a result of the feasibility study, there were no major barriers to development on the airport site from a regulatory perspective. Given that the location of the site is furthest from transportation routes and there some topography challenges to overcome, site access and preparation costs are estimated to be approximately one-third of the entire project costs coupled with the "wish list" for SDMA elements (venues, services and support) bringing total project costs in at the \$15-17M range. It was made clear to the SDMA members that the project is not feasible, if purely accessing government programs based on receiving approvals at maximum contribution levels. SDMA members felt that this project that moves beyond normal funding maximums and must be considered a "regional attraction" on the level of Science North and Dynamic Earth and so special circumstances must apply and thus being creative politically and economically is required to move the project forward within this business plan.

## Location<sup>1</sup>

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The Greater Sudbury Airport property consists of 496.8 hectares (1227.6 acres) of land. Areas are developed based on a phased in process of need.

### Current Development and Available Lands

The primary quadrant (South-East), where the main terminal building is located, is comprised of over 25 serviced lots with electric power, water and sewer. Water quality, flow and pressure meet or exceeds fire protection requirements. High speed internet access is available in the area. Currently, there is only one vacant lot remaining in this area for development. It is an airside accessible lot and ideal for aviation related business opportunities.

### Future Development

There is an additional 311.6 hectares (770 acres) of groundside and airside un-serviced land available for aviation and industrial development. The Greater Sudbury Airport will be moving forward with a land development project in the spring of 2011. This will open up new airside lots suitable for hangars, t-hangars as well as other commercial or industrial purposes.

The airport continues to work with aviation consultants to anticipate business growth and map new industrial and commercial development locations that can quickly be developed should investment opportunities arise.

### Benefits of being at the airport

- New lots fully equipped with all services
- Fire and emergency services on-site
- 24 hour security on-site
- Food services on-site
- Use of executive boardroom
- Landing fee exemption on piston aircraft
- Proximity to air travel and cargo

### Development Requirements

Buildings at the Greater Sudbury Airport are subject to the following:

- Executing a lease with the Sudbury Airport Community Development Corporation
- The SACDC has tentatively agreed to forgo the lease charge for the first 5 years of operation of the facility
- \$5M liability insurance



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<sup>1</sup> <http://www.flysudbury.ca/flysudbury/>

- Municipal property taxes (rates will vary dependent on activity conducted on the property)
- Municipal building permit

The new multi faceted motorsports facility will be located in the northeast quadrant on 110 acres of SACDC lands as depicted in Appendix K.

It was chosen as preferred site based on:

- Large enough to accommodate required elements
- Closest to city's geographic and traveling centre
- No relocation/alteration of existing site uses will be required
- Least detrimental impact on neighbours
- Good flexibility for future or phased expansion
- Zoning/Services

## Situation Analysis

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The situation analysis analyzes the market, trends, competitive influences that are internal and external to the Facility. The first section deals with an overview of the sports tourism industry, motorsport market and a competitive analysis. This in turn, is followed by a strategic (SWOT) analysis. A scan of the internal and external environment is an important part of the strategic planning process. Factors influencing the project from within usually can be described as Strengths (S) or Weaknesses (W). Factors influencing the project from outside can generally be referred to as Opportunities (O) or Threats (T). The SWOT analysis provides information useful in linking an organizations resources and capabilities with the competitive environment in which it conducts business. Because of this, a SWOT analysis is necessary in strategy formulation and selection.

## Industry Analysis

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Sport tourism is one of the fastest growing segments of the tourism industry in Canada with approximately \$3.4 billion in annual spending by domestic travelers (Statistics Canada 2008). It is a powerful tool for increasing economic development, enhancing quality of life and promoting a community's image nationally and internationally. As a result, attracting and hosting sporting events and related activities has increasingly become a sophisticated, strategic and tactical pursuit.

There are a number of opportunities and very tangible benefits. According to the World Tourism Organization (2007), tourism is a \$735-billion (USD) industry and an estimated 10 per cent is sport related. Sport tourism events have the potential to act as a catalyst for generating substantial economic and social wealth. Additionally, the sector is reported to be one of the healthiest in the tourism industry, showing considerable resilience in economic downturns.

The economic impacts of sport events can be direct (e.g., visitors' spending), indirect (e.g., benefits to suppliers) or induced (e.g., spending by households), and can be short term (associated with activities prior to or during the event) or long term (associated with post-event legacies). Some impacts are more tangible (construction of a new stadium) while others are less so (enhance pride of place).

Economic benefits include increased levels of tourism, job creation, enhanced public infrastructure and increased tax revenue. For example, in 2006, 2.5 million people attended sport events in Ontario—1.9 million came from Canada including 1.8 million from Ontario, 383,000 from the U.S. and 220,000 came from overseas (604,000 international). That same year sport event tourism contributed \$754 million to Ontario's GDP (direct, indirect and induced); generated \$373 million in taxes to governments; and created sustained 13,200 jobs as direct and indirect benefits in Ontario.<sup>2</sup>

The challenge for the Province of Ontario is to develop the necessary strategic framework to maximize this business opportunity, improve the province's position in the competitive marketplace and create wealth in the provincial economy. This means not simply relocating economic activity within the province, but attracting visitors

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<sup>2</sup> 2006 Canadian and International Travel Surveys, Ministry of Tourism



from outside the province as well. While any particular community may benefit from hosting a particular regional or provincial event, it is only of economic benefit to the province when it attracts outside visitors, or has a media impact in external markets. SDMA is projected to inject \$2.1M to \$2.3M annually into the Sudbury economy.

## **Tourism**

In general, Tourism in Ontario in 2011 has shown some minor growth over 2010 highlighted by:

- Crossings from the U.S. to Ontario grew 0.7% with same day crossings down 2.3% but overnight crossings up 2.95<sup>3</sup>
- For accommodations<sup>4</sup> Occupancy Rates, Average Daily Rates and Revenue per Available Room all grew in Q1 2011 during Jan-Mar 2011
  - occupancy rates averaged 53.1%, up 2.7 percentage points over 2010.
  - average daily rate grew 2.1% to \$118.61.
  - revenue per available room increased 7.6% in Q1 2011 to \$62.93.
- In June of 2011, employment in Ontario's accommodation, food services and travel arrangement related industries declined by 1.2% year over year.
- More than half of all visits in ON were more than one night<sup>5</sup>
- Most of the overnight visits occurred in the months of July - Dec<sup>6</sup>
- The average size of parties visiting ON in 2009 was 2.4 and 88% of those were adults only and 12% had children with them<sup>7</sup>
- There were 120,000 overnight visits with trip activities classified as any outdoor/sporting activity - the number one activity<sup>8</sup>

## **Sudbury Tourism**

Geographically, Sudbury is uniquely positioned as a tourism destination for both Southern and Northeastern Ontario markets. Two of Canada's largest and most innovative science centers are located in Sudbury - Science North and Dynamic Earth. In addition there are many festivals, events and a robust arts and entertainment community. Sudbury has a strong bilingual Franco-Ontarian and multi-cultural diversity within its residents. To complement the outdoor sports theme, there are 330 lakes, numerous parks, trails and recreational areas around the Sudbury area. Overall, "Sudbury Tourism is a membership-based organization that combines and coordinates the expertise and financial resources of Greater Sudbury's tourism businesses, associations and operators to:

- Contribute to the industry's growth and sustainability
- Raise awareness of Greater Sudbury as a tourism destination
- Support high quality product development and market readiness of tourism opportunities in Greater Sudbury."<sup>9</sup>

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<sup>3</sup> Tourism Performance Bulletin, Ministry of Tourism and Culture, June 2011

<sup>4</sup> Tourism Performance Bulletin, Ministry of Tourism, June 2011

<sup>5</sup> Regional Tourism Profile 2009, CMA850: Sudbury

<sup>6</sup> Regional Tourism Profile 2009, CMA850: Sudbury

<sup>7</sup> Regional Tourism Profile 2009, CMA850: Sudbury

<sup>8</sup> Regional Tourism Profile 2009, CMA850: Sudbury

<sup>9</sup> Destination Sudbury 2015, Lloyd Research & Hynes Marketing, 2008

The overall objectives of Sudbury tourism would benefit from the SDMA project, which include:

- Increase visitations
- Increase length-of-stay
- Increase visitor spend
- Increase repeat visitations
- Enhance the contribution of the tourism sector to the Greater Sudbury economy
- Sudbury was #1 of the top ten destinations in Ontario with approximately 10,000 overnight visits and approximately 115,000 same day visits

## Overview of Market Trends

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### Sports Tourism

Sport events draw participants and spectators that have a high potential to experience other local leisure activities and cultural attractions. They are also excellent candidates for repeat visits. Travel Activities and Motivations Survey (TAMS) research shows attendees to sport events are more likely than average to attend festivals, concerts, live theatre and other sport events and are active in outdoor activities—many of the products targeted in Ontario's marketing program. It also suggests that a bundle of activities, rather than one, singular activity, has a stronger resonance in the marketplace. Hence, collaboration between the sport and tourism sectors to create packages—discounted rate for hotel rooms, special restaurant pricing and retail coupons for event spectators coupled with opportunities to participate in outdoor activities, festivals and concerts, for example, while a visitor is in the community—and products that appeal to the sport event attendee would serve to create a more competitive environment for both sport and tourism. Given these favourable circumstances a motorsport park in Sudbury would add value by increasing the expenditures associated with each visitor as well as:

- Attract significant participant and spectator attendance, media coverage and possible TV viewership—draw visitors that have high potential for tourism, offer the potential to grow tourism during shoulder seasons, creating business and employment thus increasing revenues,
- Leave a community legacy;
- Build on existing assets (venues and hotels)—optimize existing sport/tourism infrastructure; strengthen partnerships between tourism hotel and attractions and sport associations leading to stronger packaging;
- Linkages with other partners/stakeholders (e.g. airport, suppliers)

## Overview of Market Demand

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The growing numbers of the SDMA membership is just one of the reasons to confirm the need for a New Multifaceted Motorsports Facility. There has been a past history of motorsports participation, interest, and fan base in the Greater Sudbury area. The SDMA is an amalgamation of The Sudbury Drag Racers, the Sudbury Kart Club, Canadian Motorsport Racing Corp. (MotoCross) and the Chemmy Mudboggers.

- The Sudbury Drag Racers and motocross are an example of two local clubs whose members travel to either participate in or as spectators to events in other venues/cities because of the lack of a local venue.
- The Sudbury Kart Club is a self-sustaining local club that currently rents space for their races.
- The Chemmy Mudboggers members hold a couple of annual events (in an open field) that are very well attended but have no venue.

The Sudbury Drag Racers have seen growth in their membership in the past couple of years due to an increase in motorsports in general, but also to the fact that there are now a couple of Northern Ontario venues, whereas in the past their members have had to travel to Southern Ontario and/or the United States. This growth, plus the opportunity to stage events attracting large attendance numbers and gate receipts, validates that having a local Sudbury venue will increase interest in either participating or viewing motorsports events. This situation coupled with the fact that motorsports is extremely popular amongst spectators (SDMA has 2500 members) creates a perfect environment for a motorsports facility, since gate receipts are essential to success. See Appendix H for demand chart

## Competitive Influences

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Motorsport racing is one of the world's most popular forms of sport. The popularity of racing is marked by its global fan base and not so much by the participation in competition. You don't have to be behind the wheel to enjoy motorsports. As of 2007, in the US and Canada alone, there were over 1800 racing venues covering the broad groupings of Road Courses, Oval Tracks, Drag Strips or Kart Tracks plus numerous other Motocross and other motorsport venues. In Ontario, there are:

9 Paved Drag Strip Tracks	17 Outdoor Kart Track 1 Indoor Kart Track	13 Paved Oval Track Tracks
11 Dirt Oval Track Tracks	5 Road Course Tracks	6 Motocross Tracks

As a part of the project, other motorsports parks or venues were reviewed. These facilities are grouped by proximity. Competition is not necessarily a threat to SDMA. In fact, regional motorsports events create the critical mass required to stage circuits and build competition that draws spectators and creates travel. Most northern Ontario motorsports facilities are one or two event facilities (e.g. motocross, oval/demolition) and/or airport runways (drag). Those further afield allow local/regional competitors to test their skills against better competition. As well, the networks developed by local competitors attending other provincial/national/ international events creates a draw for visitors back to Sudbury.

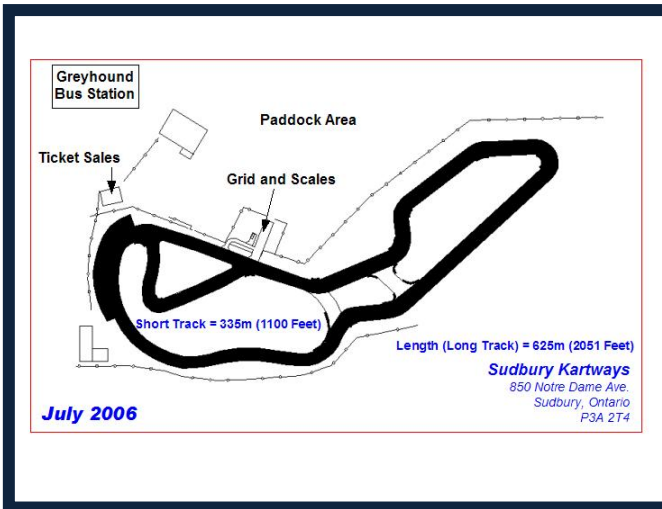
A listing of available information can be found in Appendix C. There is a variety of available data on the competition and generally information is dependent on whether the facility is private or publicly owned, available website and/or an information line. Therefore, the best available data is provided and grouped as local, regional and international based on the events SDMA members attend as follows:

## Local

Locally, the facility has no direct competition as most outdoor sports are currently operating on private property and/or offering one element/event at a time on a much smaller scale.

### Sudbury Kartways, Sudbury, ON<sup>10</sup>

The Sudbury Kart club was started in 1995 and is a group of people who organize kart races in the Greater City of Sudbury and the surrounding areas. The Club offers novice, junior and senior racing classes each governed by the Canadian Karting



Regulations, a comprehensive set of regulations provided by the ASN Canada (Canada's National Motorsport Sanctioning Authority). The group's present membership of 47 includes drivers, associate members and volunteers from the ages of 8 to 50+. There are presently members from North Bay, Sturgeon Falls and Verner and competitors from Sault St. Marie. The club is a registered non-profit organization, which returns all profit back into the club's operations for improving the facilities and rewarding its drivers.

Racing karts are manufactured to technical and safety regulations enforced by CIK, which oversees the technical standards for karts and their manufacture. Engines used at the Sudbury Kart Club must also comply with ASN guidelines. Sudbury Kart Club members have access to the facilities during specified times between May and October. The Executive Committee and club Volunteers provides orientation and instruction to ensure all new members understand and comply with the rules and safety regulations of the club. Services offered in addition to racing includes, but is not limited to;

- batting cages with access to the track
- local businesses sponsorship
- Mini golf course
- 1/3 mile track



## Regional and/or Provincial

### Runway Park, Sault Ste. Marie, ON

- 573 Airport Road
- Motocross, dirt clay
- Camping

<sup>10</sup> [www.sudburykartclub.com](http://www.sudburykartclub.com)

#### Laird Raceway, Laird, ON

- Lake George Road
- Five divisions - Late Model, Factory Stock, Open Wheel Modified, Stock Four, and Super Four
- Racing June to September
- Type: Oval
- Length: 1/3 mile
- Track Width Straightaway: 58 Feet
- Track Width Corners: 50 Feet
- Track Width Backstretch: 65 Feet

#### Barrie Speedway, Barrie, ON

- Changes 2004:
  - Racing surface expanded from 1/4 mile to 1/3 mile
  - Heated grandstands, wheel chair accessible
  - Racing surface widened
  - Pit lane added to accommodate longer races
  - Track changed from oval to unique "tri-oval" configuration
  - Racing season runs from May until September

#### Elliot Lake Dragway, Elliot Lake, ON<sup>11</sup>

The North Shore Cruisers, City of Elliot Lake host all events. The most well known event for this track is the "1/8 Mile Bracket Racing in its 13th year and it remains Northern Ontario's biggest and most spectacular motor sports event." It is held at the Elliot Lake Airport Dragway offering head-to-head jet car races, live concert, special attractions with thrill shows and the Molson's pouring station. In addition to this event, the Dragway also offer these additional services:

- Free shuttle buses
- Food and beverage vendors
- Parking - handicap and VIP at airport, general admission north of the main gate
- Toilet and wash stations
- No camping on site - campgrounds nearby are promoted
- No pets allowed
- Remote control car racing for children



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<sup>11</sup> [www.elliottlakedragway.com](http://www.elliottlakedragway.com)

### Timiskaming Rod and Custom Club 2011, Earlton, ON<sup>12</sup>

This dragway is located on Earlton Regional Airport. Earlton is a small town located on Highway 11 at the mouth of the Ottawa River and is situated between Englehart and New Liskeard. This dragway is in an area surrounded by dairy farms and is home to the annual Earlton Steam Show, the Temiskaming Wildlife Center and the Hilliardton Marsh. Services provided outside racing include, but are not limited to;

- Parking by donation
- Show & Shine contest
- Camping on site
- Pets allowed
- Shopping in nearby town of Earlton



### Northern Thunder Dragway, Kirkland Lake, ON<sup>13</sup>

This dragway is located at the Kirkland Lake Airport, approximately 8 kms from Kirkland Lake, ON. The Dragway operates under the National Hot Rod Association (NHRA) rules and is currently promoting its 13<sup>th</sup> annual races. Services provided outside racing include, but are not limited to;

- Kids race
- Trade show
- Surrounding accommodations discount
- On site camping



### St. Thomas Dragway, Sparta, ON

This dragway is located approximately 1 ¾ hours south west of Hamilton, Ontario. St. Thomas is a National Hot Rod Association member of the North Central division and sanctioned track.

- Reopened in 2010 after being closed for number of years
- Upgrades to spectator area, race track and general grounds
- New track manager hired to improve promotion and organizing events

### Grand Bend Motorplex, Grand Bend, ON

This park is located just under 3 hours north east of Windsor, Ontario. They are an International Hot Rod Association (IHRA) member with sanctioned events. Services provided outside racing include, but are not limited to:

- Rough camping grounds - 400 sites without service
- Trackside RV camping - 70 sites without service

<sup>12</sup> [www.traccracing.ca](http://www.traccracing.ca)

<sup>13</sup> [www.northernthunderdragway.com](http://www.northernthunderdragway.com)



- Washroom/shower and fresh water facilities for all campers
- Dumping station for RV's
- Ice and firewood for sale

The track is 60 feet wide by 300 feet long with a concrete launch pad and 700 pit sites. The park can hold up to 13,000 spectators at any given time.

#### Shannonville Motorsport Park, Bay of Quinte Region, ON

This motorpark is located in the beautiful Bay of Quinte Region, halfway between Toronto and Ottawa. The raceway is Racing Associates Canada Events (RACE incorporated as Race Events Inc.) sanctioned, the body responsible for organizing motorcycle roadracing events in Canada. The track itself is 4.04 kms in length with 14 corners designed for strategic racing. There are two control towers, and 4<sup>th</sup> floor observation area and state of the art skid pad. Outside of racing the park offers the following services:

- Use of the facility by professional race teams
- High performance car & street oriented motorcycle racing schools and clubs
- Industry & media vehicle testing and T.V. programs & commercial production on site
- Restaurant and catering

#### Luskville Dragway, Luskville, QC

This dragway is approximately ¾ hour northwest of Ottawa, ON. It is National Hot Rod Association (NHRA) sanctioned raceway.

### National/International

The facility will compete with other outdoor facilities for larger events and shows.

#### Gimli Motorsports Park, Gimli, Manitoba<sup>14</sup>

This motorsports park is located in the rural municipality of Gimli, one hour north of Winnipeg. The Park is a facility managed by a volunteer board of local residents from the Gimli area and governed by the Gimli Industrial Development Group which is owned by the Rural Municipality of Gimli. It is a 235 acre multi-use motorsports complex compiling 1/4 mile drag strip, 1.3 mile road racing course, 1 KM Karting track and a 2KM motocross track and a special events area. The drag strip features:

- HRA Summit Super Series Racing
- Special "BIG" Show Promo Events



#### Raceway Park, English Town, New Jersey, U.S.A.<sup>15</sup>

<sup>14</sup> [www.gimlimotorsportpark.com](http://www.gimlimotorsportpark.com)

<sup>15</sup> [www.ETownRaceway.com](http://www.ETownRaceway.com)



Raceway Park is conveniently located in central New Jersey just thirty-five miles south of New York City and fifty-five miles north of Philadelphia. Since the first pair of cars roared down the famous ¼ mile drag strip in July of 1965, Raceway Park has been in business for three generations of the Napp Family. Today, over forty years later, the third

generation Napp Family and its management staff have expanded the facility to be a 500-plus acre, multi-use motorsports park and entertainment venue that includes;

- two drag strips, (1/4 mile & 1/8 mile)
- three motocross tracks
- 1.3 mile road course track
- competition karting track
- autocross, quad racing
- motorcycle racing
- ride & drive site
- airport
- many vendors on site
- group activities such as hands-on kart racing, and provide a
- RV camping permit purchase for the season for spectators and drivers
- renowned chef and staff that offer on-site catering services:
  - Raceway Park currently has over 30 rooms available on site for corporate events, Team Building functions and parties. The rooms hold anywhere from 5 to 100 persons. Events can be held any day of the week, although they are typically scheduled Friday through Sunday to coincide with featured races..



#### Summit Motorsports Park, Ohio, U.S.A

This ¼ mile dragway has been open for over 30 years and is National Hot Rod Association (NHRA) sanctioned. It is located approximately 1 ¼ hours south east of Toledo, Ohio. The park features:

- Camping areas including a family area
- Restroom and shower facilities that are all handicap accessible
- Guest Services areas under each grand stand
- Numerous concession stands and ATM's
- Free parking on grass lots
- Merchandise stores

#### Mid-Michigan Raceway, Michigan, U.S.A.

This 1/3 mile track is located approximately 1 hour northeast of Grand Rapids, Michigan. It is a member of and sanctioned by the United Midwestern Promoters (UMP), and the Michigan Speedway Promoters Association (MSPA) specifically for short track raceways. They are closed during off season not offering any winter racing.

## SWOT Analysis

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The SWOT analysis identifies 4 key influences on the organization:

- Strengths (positive-internal)
- Weaknesses (negative-internal)
- Opportunity (positive-external)
- Threats (negative-external)

From these influences, marketing and operational goals, objectives and strategies can be organized to take advantage of, or mitigate those influences.

The Facilities **strength** is that it:

1. has significant **community support** from:

- City of Greater Sudbury Council and GSDC
  - Aligns with GSDC economic development strategy
  - Aligns with Destination 2015
- Sudbury District Motorsports Association membership (2500 members)
- Sudbury Police Services (see letter in Appendix I) who foresee:
  - the project bringing a safe and legal alternative to street racing in our community
  - the project providing training and education available at this venue, which will in turn, increase the competency of the drivers on our city streets
  - addressing one of the police service priorities to work with our youth in an effort to promote a healthy and vibrant community
- Other user groups, associations and businesses such as
  - Cambrian College
  - College Boreal
  - Greater Sudbury Chamber of Commerce
  - and the community at large (50 formal submissions of support)

2. is **unique**;

- Will be the only one of its kind in northern Ontario;
- Potential users are currently under-serviced in this area

3. has **diversified uses** as evidenced by the variety and number of events such as;

- Sports
  - Drag Racing
  - Motocross Racing
  - Karting

- Oval/Stock Car Racing
- Off Road Vehicle Competitions
- Snowcross racing
- Other uses
  - Festivals and cultural events
  - Retail and Concession
  - Car Shows
  - Community events
  - Training
- 4. will have a **social impact** within the community;
  - Help create activity and participation
    - Training
    - Safety
    - Youth and Adults
  - Create a sense of community pride
    - Encourage participation
  - Attract more visitors to the community
    - Sports Tourism
- 5. will have a dramatic **economic impact** within the community;
  - Directly through:
    - Project expenditures
      - \$17.4M in construction and site related costs
      - Total estimated direct economic impact in the first year of \$2.08M
    - Employment in operations, maintenance and facility management;
      - Creation of 3 full time seasonal positions
        - \$102K in wages plus 11% benefits
    - Generation of \$2.0M to \$2.5M in revenue annually
  - Indirectly and induced through
    - re-spending of wages by employees, suppliers and participants
      - the individual investment in motorsports is significant requiring an initial capital outlay of at least \$150,000 for a competitive drag racer as well as yearly maintenance, supplies and parts which for the most part are purchased locally
    - its contribution to the overall appeal of Sudbury which will assist in attracting:
      - large corporations
      - professionals
      - athletes
      - tourism
- 6. aligns with the **four pillars** of Ontario's Northern Prosperity Plan;
  - Strengthening the North and its communities

- Listening to and serving northerners better
  - Competing globally
  - Providing opportunities for all
7. caters to an untapped market;
- participants have no venue;
  - motorsports is one of the largest spectator sports in the World;
8. site has favourable startup position
- not subject to zoning requirements such as noise restrictions as it is located on airport space

The Facilities weaknesses are:

1. lack of **governance/management** controls in place with volunteer group. SDMA not structured at this point to operate multi-million dollar facility and requires:
  - effective oversight and administration of the new project
    - to implement the business plan and position the facility for success
  - accountability to the community
    - make certain the proper management of funds
  - leverage existing assets
    - build on investment being made or in other words make the right decisions to turn a profit in order to implement required phases
  - proactive leadership
    - demonstrate proactive leadership and be visibly engaged in attracting and hosting major sports tourism events
2. **Airport Site**
  - Although ideal for noise and crowds, site preparation and infrastructure, access and services are huge component of the capital costs for this site
3. **Seasonal**
  - For the most part, motorsport racing is seasonal (May-October) for the current planned activities. SDMA will entertain other events as well as winter season events such as snow cross at break even or better.

The Facilities **opportunities** include:

1. Has/Will receive significant **financial support** from:
  - The Province for the study
    - NOHFC funding contributing ~ +\$100,000 to the study
  - Stakeholder groups

- SDMA
    - will provide seed money initially towards study
  - private sector
  - All levels of government
    - opportunity for capital support/operating support
2. To align with the synergies of the Sudbury Airport Community Development Corporation their expansion plan for growth and development :
    - to anticipate business growth
    - map new industrial and commercial development locations that can quickly be developed should investment opportunities arise
  3. To develop stronger **linkages** between the sport and tourism sectors to enhance sport events as tourism products.
  4. Option/contingency to **phase** elements and build on successes
  5. Education - there are significant synergies between this project and the opportunity for educational program enhancements and development such as:
    - secondary and post secondary institutions
      - important stakeholders in the region with the demonstrated ability to weave working relationships with a number industry partners in Greater Sudbury such as SDMA or a motorsports park including trades, business, event hosting, volunteerism, security/safety etc.
    - other trades training
      - need to prepare a qualified workforce and a multifaceted motors ports facility provides the necessary training grounds to acquire hands on experience that is indispensable for successful and meaningful employment
  6. Additional **revenue generating** activities that have not been reflected in this business plan such as:
    - Equipment sales, parts and services
    - Other retail and concession
    - Other variety of hosting sports events
    - Sale of memberships to facility
    - Driver instruction
    - Training
  7. Increase yet to be developed usage of the facility during **non-peak season** (September to May)
    - Shoulder Season events
    - Winter events
  8. **Proximal** to Southern Ontario and USA



- In close proximity to a major market (border states); 158 million consumers within a day's drive of northern Ontario
- 9. **Further development at or near the site** (e.g. airport) such as hotels, restaurant and other service related industry

The Facilities **threats** may come from:

1. **Financing** that has not yet been secured
  - Should Federal, Provincial or Municipal funding/financing of \$6M not occur, the viability of the project would be jeopardized;
  - Should in-kind contributions of \$4.6M not occur the viability of the project would be jeopardized;
  - Should fundraising and operating targets of \$3.9M not be met the viability of the project would be jeopardized;
  - The facility currently has a funding shortfall of \$3M - potential sources for these funds have not yet been located by management and the failure of the SDMA to locate/obtain funds to fill this gap would jeopardize the project.
2. **Users and spectators ability to pay**
  - Registrants/Drivers currently pay an average of;
    - Drag Racing - \$175
    - Karting - \$80
    - Motocross - \$20
    - Mud Bog - \$30
    - Demolition - \$40
    - Oval Track Racing - \$115
  - Spectators currently pay an average of;
    - Drag Racing - \$25
    - Karting - free
    - Motocross - \$10
    - Mud Bog - \$15
    - Demolition - \$8
    - Oval Track Racing - \$12
  - Any changes in economy may result in downturn but rates can/will be re-considered once the facility is operating to determine if adjustments need be made.
3. **Economic conditions;**
  - Gas prices
  - Exchange rates for US travelers

## Ownership, Governance & Management

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There are numerous critical success factors in projects of this magnitude. Political and economic conditions will certainly have an effect on long-term success. Another important factor is the access to capital for construction and operating but from an organizational perspective capacity to govern and manage the facility in order to ensure long term sustainability is key for a volunteer based organization. Decision-making from a governance and management perspective must align with projected information from the business plan and the timely provision of financial and customer related reporting of ongoing operations. In order to ensure long-term success, management will follow the business plan and adjust according to market conditions.

### Ownership

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#### Ownership Models

Experience with projects of this nature tells one that nothing is to be ruled out in terms of the ownership model (public, private, public/private) especially in the business planning stage when funding/financing is yet to be confirmed. However, the private sector measures a risk and return and ultimately tends to look more at a sponsorship role versus an equity position on projects of this nature some of which are explained below:

##### ■ Private

- Were a private sector individual/group/company to invest funds in the SDMA project, they would likely do so for a “return on investment” (ROI). When determining an appropriate ROI the private sector investor would calculate a risk premium as follows:
  - Risk Free Rate of Return of ~3% (based on “riskless” Government of Canada bonds)
  - General Equity Risk - 7% (risk of the market in general) or
  - Project Specific Risk (a percentage which the private investor feels sufficiently accounts for the risks inherent in the project, over and above that of the market in general). Given that this is a Government supported project, an investor may view this investment as relatively more secure than another startup business, however this premium would likely be a minimum of 10%
- Assuming the above minimum project specific risk, a private investor without a vested interest in motorsports or the specific project, would require a 20% ROI, which would be quite cumbersome for a project of this nature.

##### ■ Public-Private Sector

- Public-Private - as illustrated in projections - financing only by interested party (SDMA member, other, etc).
- Development and/or Ownership of an Element (e.g. Drag) by the private sector
  - Lease back from SDMA/owner
  - % of sales to SDMA/owner
  - Combination of above
  - other
- Sponsorship of Complex or Element by the private sector

- In-Kind
- Cash - fixed term with options
- other

#### ■ Public

At this point in terms of the development of the park a public model for ownership, governance and management of the park has been selected. Development responsibilities would include fine tune the business plan, hire an intern for business plan implementation, seek out public/private partners, communicate with City, GSDC, SACDC and others. SDMA would own and oversee with assistance in an advisory capacity from the City/GSDC. Given the magnitude of this project, financing is a determining factor in the selection of an ownership model. Should there be a move to private sector financing then the ownership/business model would be reconsidered.

## Governance

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### Corporation

The facility would operate as a not-for-profit corporation.

### Board of Directors

The SDMA is not structured at this point to operate multi-million dollar facility and requires:

- effective oversight and administration of the new project
  - to implement the business plan and position the facility for success
- accountability to the community
  - make certain the proper management of funds
- leverage existing assets
  - build on investment being made or in other words make the right decisions to turn a profit in order to implement required phases
- proactive leadership
  - demonstrate proactive leadership and be visibly engaged in attracting and hosting major sports tourism events

Accordingly the SDMA will elect a board of directors with a suitable cross section of business experience and networks that will allow them to reach their goals and objectives.

## Management and Staffing

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### Manager

The Manager (to be hired) will be responsible for overseeing the operation of the facility in the areas of:

- Day to Day Operations
  - Scheduling

- Billings
- Accounting
- Maintenance
- Marketing & Events
- Food & beverage
  - Personnel
  - Supplies

### **Administrative Assistant**

The Administrative Assistant is responsible for the scheduling of all the facility and will take on other administrative functions of the park such as:

- Answering phone calls regarding bookings
- Updating the facility scheduling calendar
- Taking general information calls
- Billing user groups
- Recordkeeping/bookkeeping

The events assistant will also assist with marketing and events management of the facility as well as the hosting of special events. Additional personnel may be required and will be added at the discretion of the Executive/Management.

### **Maintenance/Caretaker**

The Maintenance/Caretaker position is responsible for all upkeep of the facility:

- Cleaning of washrooms and buildings
- Maintenance and preventative maintenance
- Track maintenance
- Security and Perimeter checks
- Snow removal/landscape maintenance

As capacity and volumes grow consideration of the following positions may occur:

- Events Assistant
- Maintenance Supervisor
- Food and Beverage Coordinator

# Marketing

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## Market Analysis

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Users and spectators of a motorsports parks come from many different walks of life as demonstrated by similar facilities located in Ontario and elsewhere and communicated by SDMA's membership who participate or attend motorsport events across North America. The vast majority of visitors are expected to be between the ages of 18 and 49. The number of users and spectators will depend on the types of facilities included in the park. Each park examined as part of the market analysis was unique in its layout and elements. A summary of the competitive influences was provided in section and detailed in Appendix C based on the best available information.

Potential users and spectators of a motorsports park are expected to include both residents of Greater Sudbury and visitors from further afield, (predominately from Ontario). Since the travel and expenditure patterns of residents will differ from those of visitors, assumptions were made about the proportion of users and spectators. Historic event data maintained by GSDC categorizes event attendance as those originating from (a) within the boundaries of Greater Sudbury, (b) outside of Greater Sudbury but still in the Sudbury district and (c) outside the district of Greater Sudbury.

Historic event based data suggests that 85% of the visitors will be from within the boundaries of Greater Sudbury, 10% will be from the district and 5% will come from outside the Greater Sudbury district; however, motorsports are different because events are part of a circuit and participants and spectators travel regularly to event destinations more akin to sports tournaments. Therefore of the 11,000 potential visitors, it is assumed that 82% will be from Ontario and 50% of those within the boundaries of Greater Sudbury, 18% will be from the outside the district (300 km radius) and 5% will come from outside Canada.

As such, the anticipated activities to take place in the future motorsport park would not compete with existing events in other parts of Northern Ontario. For example, the Elliot Lake airport plays host to drag races for one weekend every July. The SDMA would ensure that no drag racing events take place on the same weekend in Sudbury to avoid direct competition for a likely similar group of fans and participants. In fact, activities taking place in Sudbury will be coordinated to complement other regional events therefore enabling "cross-promotion" efforts. In the drag racing example, racers follow a circuit and participate in a number of events throughout the season in a number of different communities to accumulate points for an overall standing. The Sudbury facility would simply insert itself into the existing circuit on available weekends and would therefore never compete with existing drag racing events in the North. Additionally, given the ability of the facility to hold regional/provincial/national events, the opportunity to attract tourists from outside the province is more than likely enhanced.

Furthermore, racers must now travel to southern Ontario to legally (and safely) practice their sport enabling them to conduct the crucial "Testing and Tuning" of their machines in preparation for the various annual racing events taking place across the North. Again in the Elliot Lake example, the races take place at the airport where special arrangements are made for the one-time annual event, which means that racers are unable to test and tune their vehicles ahead of time. Through the SMDA

Multi Faceted Motorsports Park, the racers will have access to facilities designed to practice their sport and “test and tune” their machines in Northern Ontario thus generating economic revenues here instead of in Southern Ontario.

This scenario of having to travel for practice events also occurs in the other motorsport activities meaning the associated spending is taking place outside of Northern Ontario. Also similar to the drag racing example, the other motorsport activities would insert themselves within the existing circuits taking place in the North and elsewhere to avoid competing with existing annual events. See Demand Chart in Appendix H

## Market Size and Growth

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Although the economy has dampened the enthusiasm around motorsports and travel somewhat over the last few years, the total audience for motor sports is much bigger than its core group of diehard racing fans. The population, in general, still tends to have sports travel at the top of their vacation list more than any other type of travel.

In Canada there is little data, but J. Walter Thompson, one of the world’s largest and most prestigious advertising agencies, conducted an in-depth national study of motor sports fans’ purchasing habits in 2005 in the US. The study revealed the following facts:

- 71% of the total U.S. population is interested in motor sports.
- 87% of motor sport fans travel, versus 78% of the total U.S. population.
- 68% of the general consumer population in the U.S. enjoys watching televised motor sports events.
- 92% of NASCAR fans have attended a race event.
- Since 1990, NASCAR popularity has grown at a rate exceeding all forms of sanctioned Motorsports Worldwide.
- The NASCAR Sprint Cup series is the only racing series in the world that has every scheduled event televised live in America, Europe and Japan.
- 72% of the total U.S. population believes that motor sport sponsors are leading companies in their fields.
- NASCAR sales of team sponsor and driver memorabilia is over \$1.1 billion

SDMA’s membership numbers over 2500 which is 2% of the local population. Relatively speaking

## Target Market

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It is important for the facility to target its primary market using strategies and activities to achieve the objectives that ultimately determine success. This sub-section will identify the primary and secondary target markets for the facility.

Management will position the Facility to address the market as outlined below. It is important to identify the common characteristics or interests that this primary market has in order to make marketing efforts easier.

Marketing efforts for SDMA should be focused on the drag, demolition and mudbog sector mainly because these elements provide the greatest opportunities and are first to be built. There are moderate differences between drag and motocross/karting. The latter have a younger following; however, the bulk of revenue generation will be from drag, demolition, mudbog and oval.

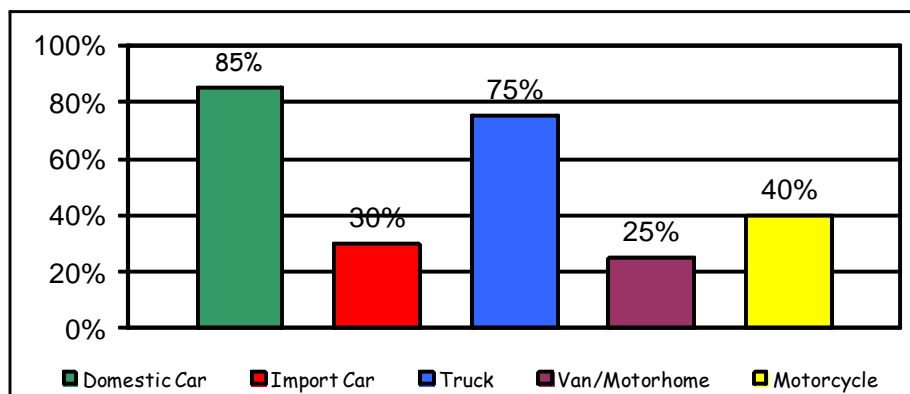
The following is consistent for the customer information for SDMA's primary market:

## Primary Market<sup>16</sup>

Drag racing delivers an upscale audience with above average discretionary income. Drag racing spectators are loyal to companies who support their sport. 80% of the fans say they are favorably influenced by companies that are drag racing sponsors. Companies that establish a foothold in drag racing can influence the buying habits of 16-25 year old males, who stay with the sport throughout their entire lives.

Drag racing fans are:

- Males (70%) with a quickly growing number of women spectators and participants.
- 20-29 year old (29%); 30-39 years old (34%); 40-49 years old (22%).
- Married (56%)
- High school graduates (42%) or with some college attendance (30%).
- Drag racing enthusiasts are "do it yourselves" interested mostly in automobiles and home fix-ups. 72% "always" or "usually" perform their own vehicle maintenance.
- As you would expect, cars are important to this group. They are very active in sports and other outdoor activities; including camping, swimming, hunting, motorcycle riding and snowmobile riding.



## Secondary Market

Other untapped markets compose SDMA's secondary market. The Facility must motivate this market through niche marketing and target:

- Sports events

<sup>16</sup> [www.timberlandracing.com](http://www.timberlandracing.com)



- Concert goers
- Drive in goers
- Training
- Other clubs

## Overall Marketing Strategy

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By following strategies for success and establishing marketing objectives to provide outcomes, benchmarks or checkpoints that can be used to evaluate the effectiveness of the marketing program or strategy, SDMA will:

- Create awareness of the new facility through:
  - Signage
  - Brochures
  - Print/media ads
  - Various websites through the City of Greater Sudbury and SDMA
- Be recognized locally/regionally/nationally as the number one racing venue in northern Ontario;
- Maintain high standards of customer service and continually improve the facility;
- Inform the consumer of the new motorsport facility over the duration of construction and publicize the grand opening;
- Encourage word of mouth advertising through user groups as they travel; and, more specifically, on a provincial and/or national level with sanctioning bodies and associations;
- Undertake separate facility, practice and event marketing strategies

## Product/Service Strategies

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Product/service strategy will involve positioning the park through marketing strategies as being better than or different from the competition. The Sudbury Motorsports Facility is better than the competition in that they:

- Offer a new facility centered around the needs of all motorsports user groups;
- Offer a venue that is not currently available in Sudbury or northern Ontario;
- Offer practice opportunities.

## Pricing

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In developing a pricing structure see the Demand Table in Appendix H for the consideration given to:

- Practice
- Event

The Facility's pricing strategies factor in several considerations that allow it to compete with other venues. Those are:

- Facility operates at breakeven or better
- Satisfy's the break even objective while still being competitive with other venues:
  - willingness to pay
  - ability to pay
  - amenities of facility
  - uniqueness of facility

## Promotion

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Promotion is the way in which the facility will present information about events to the participant and spectator.

### Promotion Objectives

Setting promotion objectives will allow the facility to evaluate the return on the promotional dollar. To stimulate the market, SDMA will:

- Create and maintain a recognizable and well-respected image;
- Encourage practice, street cars and events so the community in general is comfortable with the facility and provides word of mouth referrals;
- Utilize separate facility and event promotional strategies;
- Highlight and take advantage of partnerships;

### Promotion Strategies

Promotion strategies that will enable the facility to achieve its revenue targets are:

- Create and maintain a solid well defined image in the minds of customers, locally, provincially and nationally
- The promotion mix will be focused on:
  - Awareness
    - ensure all user groups are aware of:
      - the existence of the facility
      - the scheduling process
      - facility rental rates
  - Differentiation
    - separate the facility from competition for:
      - practice
      - special events
  - Public perception
    - ensure the public views the facility as a worthwhile investment
    - ensure the public views the facility as a safe alternative
    - ensure businesses are aware of the opportunity for corporate outings
- Customer service will be a positive promotional influence;
  - Staff/volunteers will at all times be professional, courteous and customer focused
- Strategies will be selected that best address target markets at minimal cost.

## **Image**

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Image will play a large part in establishing the facility's promotional activities and tools. A well-positioned name, logo and slogan can open the doors to business opportunities one may not consider. Also, a good image in the minds of the community is necessary to ensure that the public views the investment in the facility as a positive one. In the end, always ensuring that user groups are well serviced is the best image builder.

## **Promotion Mix**

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The promotion mix that the Facility will utilize is: signage, print, publicity, internet, sponsorship and customer service.

### **Co-op**

Cooperative efforts with SDMA, Sudbury Tourism and GSDC include:

- Tradeshow
- Print advertising
- Website
- Visitors guide
- Visitors Map
- Corporate/Convention Outings

### **Signage**

At airport near site of the future facility and purchase or rent a billboard on all Highway exits and entrances to Greater Sudbury to inform potential users of the existence of the facility and of the date of its grand opening.

### **Print Ads**

Brochures, flyers, posters, ads, etc., will be part of the print promotion mix for SDMA.

### **Publicity**

The facility will take advantage of its "Uniqueness in the North" by obtaining as much coverage for new and existing events, promotions etc on CBC, CTV, Cable, the Sudbury Star and other media within the area and the region so potential users can get to know it's products, services, activities, and facilities. The facility will strive to gain as much media exposure as possible through print, internet and other media outlets.

### **Internet**

The internet is an important way that the user will acquire information about the facility's products and services. SDMA will frequently update and use their websites as one of the main methods to communicate with new and existing customers.

The website will be the primary means in which all users can acquire crucial information such as rates, dates, times, and special events.

## **Fundraising**

As part of the development process, SDMA contributions will consist of fundraising initiatives. Timing, amount, volunteer base, membership, target donors, etc all are key criteria in the type of fundraising initiative to be undertaken. Major Sponsorship (see below) and “Buy a Brick” (e.g. symbolizing the finish line at Indianapolis) or “Checkered Flag” campaigns that provide notoriety and recognition to donors quickly come to mind for motorsports park; but, at this stage of planning, SDMA should follow an action plan for sponsorship and fundraising that examines all opportunities similar to the following:

- Identify purpose: fundraising, cultivation, recognition, education, other
- Select type of event and theme
- Identify audience
- Secure buy-in from your volunteer leaders and identify and recruit chairs and co-chairs
- Set initial goals: net profit, expenses
- Identify additional sources of revenue
- Research and determine date/period
- Identify location if required and check availability
- Draft chair and committee chairs, job descriptions and recruit volunteers for committees
- Prepare activity timetable
- Invite special guests or celebrities
- Prepare marketing and PR plans
- Compile invitation lists
- Secure media coverage
- Possibly tour site
- Printing
- Implement activity timetable

## **Sponsorship**

There are three levels of sponsorship under consideration:

- Gold - Name on Facility + Extras - \$200,000 annually for 5 years
- Silver - Inside Signage + Extras - scoreboard/element naming - \$20,000 annually for 5 years
- Bronze - Smaller Inside Signage/Logos + Extras - signage - \$1500-\$2500 annually

Sponsorship details will be finalized by the SDMA prior to facility construction.

## **Event Marketing**

Event marketing differs from the overall marketing plan for the facility; however, it is an integral part of the park's success. The motorsport park business model is basically a series of staged events coupled with practice. Therefore the facility has a marketing

effort as well as each event or series. As such, each event is unique in that it has, for the most part, different participants and track/competition needs. Similarly, the spectators needs must be provided, for by the facility such as parking, concessions, washrooms, seating, camping, corporate tents, etc. All this needs to be communicated through media and web to ensure each event is well attended

For the purposes of this business all event related expenses including marketing and advertising are included in event costs and will require separate marketing plans and strategies based on the nature, coverage and complexity of the event. Further, staff will assist from a coordination perspective; however, as with any sporting event a significant volunteer commitment is required.

The SDMA will seek event subsidies from the “Celebrate Ontario” program related to drag race event hosting in Years 1 and 2. See Appendix E for the Celebrate Ontario Guide.

# Operations

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## Organizational Form

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The organization is not-for-profit corporation governed by SDMA and will continue to act in the best interests of its members with a goal of providing a controlled, safe, family oriented, fun opportunity to the community through multi faceted motorsports activities. The motorsports facility's role is a part of this goal and will encourage sports tourism as an attraction, bringing more visitors to Greater Sudbury and to provide an economic impact within the community. SDMA will seek support from others to meet its objects by enlisting the assistance of the City, Greater Sudbury Development Corporation, Sudbury Airport Development Corporation and other public and private partnerships.

## Operating Objectives

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To ensure the feasibility of the new facility, the operating objectives are to:

1. To at operate at or near break-even;
  - At a minimum, to stage 28 events by Year 5 during peak season of May to September;
  - Seek to maximize off peak season and hours with marketing and operating strategies (e.g. winter motor sports);
2. To look for opportunities of synergies with other City/Airport events (e.g. cross-selling) or operating activities (scheduling, maintenance, accounting, management, access to programming etc.);

## Operations Plan

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The purpose of having an operations plan is to allocate resources in accordance with the facility's strategies, existing constraints and forecasted demand. From the demand forecast and marketing plan, the facility has outlined its competitive strategies, which require an allocation of resources. The operations plan dictates which resources are used, who is responsible, the actions necessary and the timeframe for completion.

## Planning

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**Short-Term Planning** is 0 to 12 months in duration and involves operational decisions at the individual employee level. Issues such as assigning job tasks and scheduling are paramount in undertaking the strategies of the facility. Short-term planning is the responsibility of SDMA with respect to business plan implementation and then management when the facility is up and running.

**Long-Term Planning** is more than 12 months in duration and involves operational decisions at the Board level. Issues such as resource allocation, asset planning, staffing, technology and capital improvements are paramount in meeting the strategies of the facility.

## **Operational Costs Estimate**

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Based on current indicators and any other information available from other industry sources the estimate for annual operating expense for this type of building varies between \$10.00 and \$12.00 per square foot of gross building area.<sup>17</sup>

## **Facilities and Infrastructure**

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### **Sudbury Airport Community Development Corporation (SACDC)**

Sudbury Airport is one of Northern Ontario's busiest airports that provides North American and overseas connections served by Air Canada Jazz and Bearskin Airlines. Regular scheduled flights offer service to other major centres and most of Northeastern Ontario's smaller communities as well.

"The Sudbury Airport Community Development Corporation was formed and assumed ownership and governance of the airport following the transfer of the facility from Transport Canada under the National Airport Policy on March 31st, 2000. The Board of Directors now oversees the affairs of the airport with the mandate to improve the quality of air transportation services and to market the airport as one of the economic development engines of the community."<sup>18</sup>

The business plan is based on the following site, service and element requirements:

### **Site**

This location was chosen as the preferred site based on the following rationale:

- Closest to city's geographic and traveling centre
  - Possible public consultation - to be determined
- Traffic Impact Study
  - Possible intersection upgrade
  - Possible additional lane required
- No relocation/alteration of existing site uses will be required
  - Private water connection
  - Water reservoir at airport for fire
  - Full access to power connection to Hydro One
  - Option for Lease or legal agreement with airport for space
- Least detrimental impact on neighbours
  - More than 150 meters of residential area
- Greatest flexibility for future building expansion

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<sup>17</sup> Scope and Cost Report, EPOH Inc. and Genivar, 2011

<sup>18</sup> [www.mysudbury.ca/Portal/OurSudbury/Business/GreaterSudburyAirport](http://www.mysudbury.ca/Portal/OurSudbury/Business/GreaterSudburyAirport)



- M2/Industrial Zoning with special for airport
- Usage authorized by GSACDC and its agents or licensees
- Type of zoning not allowed in any other location (other than airport)

### **Natural Environmental Inventory and Impact Assessment Report (Draft)**

The Ministry of Natural Resources (MNR), Natural Heritage Information Centre (NHIC), Nickel District Conservation Authority (NDCA) and the Ontario Breeding Bird Atlas (OBBA) were contacted to obtain background information on the existing natural features in and surrounding the study area.

A whip-poor-will was sighted within the area and several factors suggest that it likely utilizes habitat within the property as well. As a result, the MNR requires further surveys to be completed to establish the full range of habitat that may be utilized. Targeted surveys can be completed as early as Spring of 2012 observing proper protocol. Development could occur and no further mitigation if targeted surveys do not reveal the presence of the bird. However, an ESA permit must be obtained in order for development to occur in this direct area.

It is expected this project will result in both short and long term impacts with measures that should be incorporated into contract documents prior to and during the construction phase. No development should occur on the proposed site prior to the completion and approval of the additional surveys and obtaining the ESA permit, if required. Any clearing of habitat at this time would be considered a contravention of the ESA.

A draft report dated September 2011 and entitled, Natural Environment Inventory & Impact Assessment Report-Proposed Sudbury Motorsports Park Site as prepared by Great Lakes Environmental Services, a division of Tulloch Engineering Inc. provides a description of existing environmental features of the study area as observed at the time of the field investigation found in Appendix B

### **Elements<sup>19</sup>**

The outdoor motorsports facility will have the ability to accommodate a variety of outdoor sports including:

#### Drag Strip - drag racing

Drag racing can attract substantial numbers of competitors and spectators from both the local area as well as from other areas within a three hour driving radius. Events are typically scheduled during daylight hours. Drag racing requires a paved surface that is 60 ft. in width and up to 4,000 ft. in length, with a return road and pit area.



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<sup>19</sup> See Appendix A Scope and Cost Report for the major elements detail

### Off Road Vehicles / Mud Bog and Demolition

Off road vehicles are rugged four wheeled drive trucks that compete in various activities that test both driver and machine. The benefits of keeping the off road activities within a specifically designed facility should not be underestimated; by providing sanctioned space for this pursuit, the facility will help to reduce the impact of this pursuit in natural or environmentally sensitive areas. Further, dedicated space will discourage off road enthusiasts from using the trails network that is dedicated to non-motorized activity.



### Kart Racing

Karting can attract competitors of all ages. Events are typically scheduled during daylight hours. The facilities required include a compact paved road course and pit area. This area could also accommodate street bike racing as well.



### Motocross Racing

Motocross racing is a form of off road motorcycle racing. Most events take place during daylight hours and require a dirt track up to a mile in length and a dirt pit area. The track features tight twisting turns and challenging natural or manmade undulations.

- Possible Snow Cross Racing in future/winter season
- Possible Quad racing in future



### Stock Car Racing

Stock car racing can also attract substantial numbers of competitors and spectators. Events are more frequently scheduled in the evening. The facilities required are a paved oval track preferably ½ mile in length, illumination and paved or dirt pit areas. Stock car racing could also take place on a dirt oval.

Each racing element will have its own pit area.

### Elements

In addition to motorsports, the facility will also offer a variety of other operating amenities for racers and spectators to enjoy including:

- Paved access participant parking and gravel parking for all spectators
- washroom facilities
- storage for under stands for participants
- Concession/Retail area
- Parking for test and tune area for members



- Parking, RV campground and designated areas for racers including;
  - Washroom, shower and laundry facilities
  - Spot for racers in the pit
  - Occasional hose bibs and power for communal use
  - Spectator campground with washroom and shower facilities

## **Capital Cost Estimate**

The cost estimate is intended to be viewed as a realistic assessment of the total project costs associated with the new facility. From the documentation and information available, composite assemblies of all the major elements were measured where possible, and priced at according to composite unit rates considered to be competitive for a project of this type in the Sudbury area, on the effective date of this plan. Total construction cost including building, and site is approximately \$17.4 million. Including ancillary costs such as design fees, total cost is broken down as follows:

■ Base Costs and Parking Lot	\$ 7,127,500
■ Main Gate, Events Area & Grandstand	2,716,500
■ Drag Strip	2,750,000
■ Oval Track	1,075,000
■ Motocross Track	730,000
■ Kart Track	410,000
■ Campground	565,000
■ Design Fees & Project Management	1,844,880
■ Geotechnical	100,000
■ Topographical Surveys	<u>100,000</u>
Total Expenditures	<u>\$ 17,418,880</u>

A detailed Class C Capital Cost Estimate is attached as part of the Schematic Design report in Appendix A for further reference.

## **Implementation Schedule**

It is anticipated that detailed design and construction documents will proceed as one stage with all documentation completed prior to tendering the project; if this occurs in Fall 2012, the project can then be tendered in Winter 2012. Total completion could be expected in Fall/Winter 2013. The project is expected to require a total of 12 to 16 months for completion.

## **Security**

The facility will not have regular security personnel; however the services of a security monitoring firm in Sudbury could be retained

## Policies and Procedures

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The SDMA will create and utilize policies and procedures and seek assistance when necessary from the City (arenas and other community facilities) for the following areas:

- Hours of Operation
- Rentals
  - Event
  - Practice
  - Other
- Scheduling of Facility Usage
- Type of use
  - Special events
  - Individual users
  - Priorities
  - Insurance
  - Damage deposit
  - fee payments
  - contracts Capital replacement
- Capital replacement.

## Insurance

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The facility will maintain the appropriate insurance coverage's typically seen in a facility of this nature. Detailed quotes will be obtained upon project approval.

## Licenses/Registrations

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The facility will maintain the following required licenses:

- Public Health approvals for concession
- Liquor License for event hosting

## Staffing

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Based on the need seen in comparable facilities, as well as similar arenas and community centres, facility wages are estimated as follows:

- 1 full-time year round Track Manager
  - \$65,000 per year
- 1 full-time seasonal administrative staff
  - \$15.00 per hour
  - 11% benefits
  - 35 hours per week
  - 52.14 weeks per year

- Annual requirement of \$14,000
- 2 part-time seasonal maintenance staff
  - \$15.00 per hour
  - 11% benefits
  - 35 hours per week
  - 52.14 weeks per year
  - Annual requirement of \$24,000

## Community Impact and Linkages

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The City of Greater Sudbury along with the Sudbury District Motorsports Association believe that the building of the new Multi Faceted Motorsports Facility will further stimulate the Sudbury economy and can be used for the benefit of the community as a whole. The new facility will bring more visitors to the community, as well as providing increased employment to its citizens due to the fact that the facility is the only one of its kind in northern Ontario and will benefit the community as a whole.

### Impacts

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#### Tourism

In 2003, the City of Greater Sudbury adopted an economic development strategy that identified tourism as one of the five “Engines of Growth”. The same plan, “Coming of Age in the 21st Century: An Economic Development Strategic Plan for Greater Sudbury 2015,” set a goal for Greater Sudbury to become “One of the Top 4 Destination in Ontario.” The SDMA is familiar with the numerous initiatives that are currently underway in an effort to grow the tourism industry in Greater Sudbury and SDMA is confident that the development of a motorsports park will enhance the existing and future tourism infrastructure. Not only will the motorsports facility act as a main attraction for a growing niche market, it will also present an opportunity to create vacation “bundles” and overnight packages including entertainment, attractions, accommodations, shopping, dining and other amenities in an easy to purchase format for a wide audience of consumers looking for new “getaway” opportunities here in Ontario.

#### Safety

In addition to the economic benefits that can be realized from a motorsports park, this facility will also provide our community with a safe, controlled environment for competitive racing. With the opportunity to work with police forces to ensure safe driving practices, we are able to “keep the racing and tests and tunes where they belong...on the track”. Furthermore, a designated facility for ATV’s, motocross (dirt bikes), dragsters, demolition derbies, karting, mug bidders, snow machines and motorized activities could contribute to a reduction in the number of speed related incidents, traffic and trespassing violations in Greater Sudbury.

#### Environment

SDMA believes that it is essential to promote environmentally sensitive motorsport activity. With access to the Greater Sudbury motorsports facility, SDMA will be able to encourage a smaller environmental footprint. Enthusiasts will have the opportunity to participate in the motorsport activities that they enjoy without causing random damage to the natural environment. A motorsport facility will provide dedicated space for motorsports activity; keeping activity off the City’s extensive non-motorized trail system.

#### Health & Recreation

SDMA also understands that recreational opportunities such as those presented by a facility of this type provide immediate and inherent satisfaction to all who participate. Participation in recreational activities contributes to mental well being, life

satisfaction levels and enhancing quality of life-for individuals, families and communities. As well, recreation promotes leadership, character, and career development for youth while emphasizing social, cultural and educational growth.

## **Education**

SDMA recognizes that there are significant synergies between this project and the opportunity for educational program enhancements and development. Our secondary and post secondary institutions are important stakeholders in our region with the demonstrated ability to weave working relationships with a number industry partners in Greater Sudbury. SDMA appreciates the need to prepare a qualified workforce and a multifaceted motorsports facility provides the necessary training grounds to acquire hands on experience that is indispensable for successful and meaningful employment.

## **Leverage Networks, Partnerships and Spheres of Influence**

Develop and leverage relationships, not only within the sport community, but in other national and international contexts.

## **Economic**

The economic benefits of a motorsports facility include job creation, business development, tourism infrastructure, and skills recruitment. Expenditures by visitors generate three types of economic benefits:

- Direct
- Indirect, and
- Induced

Direct economic benefits are those generated by gate expenditures, registration fees and concession sales at the Greater Sudbury Motorsports Park.

Indirect economic benefits result from offsite economic activities that are attributable to a motorsports park. These may include accommodation and meals, vehicle parts, equipment purchases, and so on. These expenditures are not directly associated with the park, but likely would not occur without it. They generate benefits to persons and businesses not directly involved with operation of a motorsports park. The individual investment in motorsports is significant requiring an initial capital outlay of at least \$150,000 for a competitive drag racer as well as yearly maintenance, supplies and parts which for the most part are purchased locally. This outlay allows the racer to travel to the various events as well as compete locally. Appendix J provides an example of capital and operating expenditures for a local drag racer.

Induced economic benefits are the most difficult to quantify. These benefits are derived from the general increase in economic activity within the region that is generated by higher direct and indirect income levels. The potential direct, indirect and induced economic benefits to Greater Sudbury have been estimated based on the use the Ministry of Tourism and Cultures TREIM Model



## TREIM Model<sup>20</sup>

Utilization of the Tourism Regional Economic Impact Model (TREIM) research data base has produced three reports based upon a facility in the Recreation & Entertainment industry entitled;

1. The Economic Impact of SDMA Participants Year 1 in Sudbury Regional Municipality in 2012
2. The Economic Impact of SDMA Participants Year 5 in Sudbury Regional Municipality in 2012
3. The Economic Impact of SDMA Investments in Sudbury Regional Municipality in 2011

all of which, in detail, can be found in Appendix F. These reports provide an estimate of the economic impact the motorsports facility and its participants are expected to have in terms of Gross Domestic Product (GDP), employment and taxes generated.

### *SDMA Participants in Year 1 and 5*

These reports are based on 11,000 visitors in Year 1 including three different elements being offered with an average three night stay and 12,300 visitors in Year 5 including six different elements being offered with an average three night stay.

Participant Impact	Year 1	Year 5
Labour Income	\$904,604	\$1,013,927
Employment (jobs)	22	24
Direct Taxes	\$523,206	\$586,391
Retail	\$130,670	\$146,279
Ground Transportation Passenger	\$8,163	\$9,140
Arts, Entertainment and Recreation	\$125,825	\$140,887
Accommodations	\$266,882	\$299,624
Food & Beverage	\$129,123	\$144,996
<b>Total</b>	<b>\$2,088,473</b>	<b>\$2,341,244</b>

### *SDMA Investments*

This report is based upon a facility with a capital investment as follows:

Building and Renovations	\$10,808,750
Furniture and Fixtures*	\$ 0
Other Supplies (In Kind Contribution)	\$ 4,565,250
Other Services (Professional fees)	\$ 2,044,880
<b>Total Capital Investment</b>	<b>\$17,418,880</b>

<sup>20</sup> TREIM uses industry averages and may not accurately reflect the level of capital and operating expenditures that are associated with motorsports, which are well known to be at the high end among sporting and recreational activities.

*\*Note* - Nominal Furniture and Fixtures have been left at zero for this report as it will be the responsibility of each event group to organize, rent or purchase their specific needs.

The following is a table that highlights the critical elements being taken into consideration for the business plan and the overall impact of the motorsports facility.

Economic Impact of Investment	Sudbury Regional Municipality
Labour Income	\$7,301,537
Employment (jobs)	110
Direct Taxes	\$3,937,704
Retail Trade	\$325,561
Ground Passenger Transportation	\$14,693
Travel Agencies	\$5,237
Arts, Entertainment and Recreation	\$32,256
Accommodations	\$15,729
Food & Beverage	\$44,603
Total	\$11,677,320

## Linkages

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SDMA believes this project is aligned with Ontario's Northern Prosperity Plan which is comprised of targeted initiatives aimed at stimulating economic growth and job creation. The Northern Ontario Heritage Fund Corporation (NOHFC) is a vital component of the Northern Prosperity Plan. The Ontario government is returning the NOHFC to a mandate of fostering private sector job creation and economic development while helping northern communities build a foundation for future economic growth and enhanced quality of life.

Overall, the "Business Plan to Develop a Multi-Faceted Motorsports Facility" for tourism, specifically sports tourism meets the Provincial government's requirements of encouraging businesses, economic sectors and communities to form partnerships to find effective ways to create jobs and improve economic prospects in Northern Ontario.

From a Federal perspective, the SDMA believes that maintaining and growing the facility will strengthen local communities through job creation, economic diversification, and enhanced business competitiveness. The facility business plan has demonstrated significant direct and indirect impact on local businesses, has support from the private sector, community organizations, municipalities, and the provincial government; and is a key component to the successful implementation of Sudbury's overall strategic tourism development. With respect to this venture, the facility has

demonstrated that their primary target market for the project is a combination of markets external and internal to Northern Ontario.

As one can see, there are many impact and linkages involved in aligning with Sudbury's "Destination Sudbury 2015" report creating and developing a collective tourism planning, vision and objectives as follows:

- *Tourism Opportunities for the City of Greater Sudbury:* focused on the market and consumer demand for Greater Sudbury tourism products with a view to expanding the product base and increasing market potential.
- *Become Proactive in Product Development, Innovation and Investment Attraction:*
  - Focus on new product initiatives that can attract new markets and audiences, support our unique position (s) and be effectively packaged with existing assets.
- *Focus on overall objectives such as;*
  - Increase visitations
  - Increase the length of stay
  - Increase visitor spending
  - Increase repeat visitations
  - Enhance the contribution of the tourism sector to the Greater Sudbury economy

## Financial plan

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The financial plan is the last major section in the business planning document prior to the implementation plan. It appears at the end since it applies a value to all the marketing, operating and human resource planning. Thus, it allows facility management to forecast cash, funding and debt requirements to reasonably bring the plan to fruition. It allows facility management to set achievable targets or benchmarks that indicate whether the marketing and operation plans are on track or if adjustments should be made.

Financing will be obtained from the following sources:

- Provincial Government
  - \$5,000,000 in total project funding
  - NOHFC - Infrastructure and Community Development Program (See Appendix D)
  - 50% non-repayable grant, 50% commercial loan
- Municipal Government
  - City of Greater Sudbury Economic Development Fund will contribute \$1,000,000 over 3 years to the project
- Funding Shortfall
  - Given the current known sources of potential funding/financing, SDMA has a funding shortfall of \$3,000,000 at a minimum. Between the date of this business plan and the date of commencement of construction, the SDMA will seek funding for the remainder.
- SDMA/Private Contributions:
  - Cash from operations/fundraising
    - \$3,853,630 over 5 years
  - In-kind Contributions
    - \$4,565,250 over 5 years
    - Various earth moving and shaping services which will be contributed to the project by SDMA members and Sudbury Area businesses

## Financial Objectives

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1. Phase elements in over the 5 year term of the projection based on a practical approach to access various levels of government and private/in-kind contributions (e.g. highest revenue generating elements first).
2. The SDMA will obtain a Provincial Government grant/loan equal to \$5,000,000, City of Sudbury Economic Development Fund ("EDF") contribution equal to \$1,000,000 and contribute \$8,444,870 in cash (\$3,853,630) from fundraising (\$900,000) and operations (\$2,953,630) and in-kind services (\$4,565,250) towards the construction of the Facility. Given the current known sources of potential funding/financing, SDMA has a funding shortfall of \$3,000,000 at a minimum. Between the date of this business plan and the date of commencement of construction, the SDMA will seek funding for the remainder. This project is to be completed as follows:

### Initial Construction - Year 0/1

■ Capital Contributions:	
○ Province of Ontario	
• Grant	\$2,500,000
• Deferred Loan	2,500,000
○ City of Sudbury EDF	500,000
○ Funding Shortfall	3,000,000
○ SDMA/Private Sector Contributions	
• Cash from operations	639,900
• Cash from fundraising	500,000
• In-Kind Contributions	<u>3,728,500</u>
Total Contributions	<u>\$13,368,400</u>
■ Capital Expenditures:	
○ Base Costs	\$5,747,500
○ Parking Lot	1,380,000
○ Mud Bog & Demolition Area	325,000
○ Grandstand	1,555,000
○ Drag Strip and peripherals	2,750,000
○ Design Fees	1,175,750
○ Project Management	235,150
○ Geotechnical	100,000
○ Topographical Surveys	<u>100,000</u>
Total Expenditures	<u>\$13,368,400</u>

### Expansion #1 - Year 2

■ Capital Contributions:	
○ City of Sudbury EDF	\$250,000
○ In-Kind Contributions	<u>683,750</u>
Total Contributions	<u>\$933,750</u>
■ Capital Expenditures:	
○ Events Area	\$80,500
○ Motocross Track and Peripherals	730,000
○ Design Fees	81,050
○ Project Management	16,210
○ Excess contribution (operating funds)	<u>25,990</u>
Total Expenditures	<u>\$933,750</u>

### Expansion #2 - Year 3

■ Capital Contributions:	
○ City of Sudbury EDF	\$250,000
○ SDMA/Private Sector Contributions	

• Cash (operations)	171,700
• In-Kind Contributions	<u>37,500</u>
Total Contributions	<u>\$459,200</u>
■ Capital Expenditures:	
○ Kart Track and Peripherals	\$410,000
○ Design Fees	41,000
○ Project Management	<u>8,200</u>
Total Expenditures	<u>\$459,200</u>

### Expansion #3 - Year 5

■ Capital Contributions:	
○ SDMA/Private Sector Contributions	
• Cash (operations)	\$2,568,020
• In-Kind Contributions	<u>115,500</u>
Total Contributions	<u>\$2,683,520</u>
■ Capital Expenditures:	
○ Main Gate Building	\$1,081,000
○ Oval Track	750,000
○ Campground	565,000
○ Design Fees	239,600
○ Project Management	<u>47,920</u>
Total Expenditures	<u>\$2,683,520</u>

3. Generate sufficient cash flow from Year 1 to 5 to cover SDMA's portion of capital spending requirements, per the phased approach (detailed in the implementation plan below) as follows:

- Year 1 - \$1,139,900
- Year 2 - \$0
- Year 3 - \$171,700
- Year 4 - \$0
- Year 5 - \$2,568,020

4. Meet fundraising targets as follows:

- Pre-Construction - \$500,000
- Operating Period - \$100,000 per year

5. Attract event subsidies in the amount of \$40,000 per year in Year 1 and Year 2;

## **Financial Projections**

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What follows are projected financial statements for the first five years of operation. Factors to consider when analyzing the projections are found in the notes and assumptions to the projections.



**Sudbury District Motorsports Association**  
**Financial Projection - Multifaceted Motorsports Facility Project**  
**For Years 1 to 5 of Operation**  
**(Unaudited - see Notice to Reader)**

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## Notice to Reader on the Compilation of a Financial Projection


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### To the Members of Sudbury District Motorsports Association

We have compiled the financial projection of Sudbury District Motorsports Association consisting of projected statements of financial position, income statements and cash flow as well as schedules for Years 1 to 5 of Operation, using assumptions including hypotheses, with an effective date of February 6, 2012 and other information provided by the members of the Sudbury District Motorsports Association and the Project Steering Committee. Our engagement was performed in accordance with the applicable guidance on compilation of a financial projection issued by The Canadian Institute of Chartered Accountants.

A compilation is limited to presenting, in the form of a financial projection, information provided by management and does not include evaluating the support for the assumptions, including hypotheses, or other information underlying the projection. Accordingly, we do not express an opinion or any other form of assurance on the financial projection, assumptions or hypotheses. Further, since this financial projection is based on assumptions, including hypotheses, regarding future events, actual results will vary from the information presented even if the hypotheses occur and the variations may be material. We have no responsibility to update this communication for events and circumstances occurring after the date of this communication.

This communication is intended to be used solely for and is only to be referred to or distributed to the members of the Sudbury District Motorsports Association, Project Steering Committee, Sudbury Airport Development Corporation, Financial Institution's and Funding or other Government Organizations and is not to be distributed to any party other than those identified without prior written permission.



Chartered Accountants, Licensed Public Accountants

Sault Ste. Marie, Ontario  
February 6, 2012

**Sudbury District Motorsports Association**  
**Multifaceted Motorsports Facility Project**

**Projected Statement of Financial Position**

**Based on Management Estimates**

**(Unaudited - see Notice to Reader and Significant Assumptions and Accounting Policies)**

As at the end of	Notes	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Assets</b>						
<b>Current Assets</b>						
Cash		\$ -	\$ 951,644	\$ 1,790,396	\$ 2,553,154	\$ 920,123
Capital assets	1, 2	10,376,703	10,760,395	10,698,159	10,216,862	12,302,186
		\$ 10,376,703	\$ 11,712,039	\$ 12,488,555	\$ 12,770,016	\$ 13,222,309
<b>Liabilities and Net Assets</b>						
<b>Current Liabilities</b>						
Bank indebtedness		\$ 37,359	\$ -	\$ -	\$ -	\$ -
Accounts payable		24,231	23,270	23,650	24,037	24,432
Current portion of deferred loan	3	-	-	305,966	321,620	338,074
		61,590	23,270	329,615	345,656	362,506
Deferred Government Loans	3	2,500,000	2,500,000	2,194,034	1,872,415	1,534,340
		2,561,591	2,523,270	2,523,650	2,218,071	1,896,846
<b>Net assets</b>						
Net assets, beginning of period		-	7,815,112	9,188,769	9,964,906	10,551,945
Excess (deficiency) of revenue over expenses		586,612	439,907	488,637	587,039	658,017
City of Sudbury EDF contributions	4	500,000	250,000	250,000	-	-
Funding shortfall	5	3,000,000	-	-	-	-
SDMA/Private contributions	6	3,728,500	683,750	37,500	-	115,500
Net assets, end of period		7,815,112	9,188,769	9,964,906	10,551,945	11,325,462
		\$ 10,376,703	\$ 11,712,039	\$ 12,488,555	\$ 12,770,016	\$ 13,222,309

**Sudbury District Motorsports Association**  
**Multifaceted Motorsports Facility Project**

**Projected Income Statements**

**Based on Management Estimates**

**(Unaudited - see Notice to Reader and Significant Assumptions and Accounting Policies)**

For the years ended ,	Notes	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Revenue</b>	<b>7</b>					
Event revenue		1,040,400	1,120,820	1,204,861	1,265,104	1,491,809
Practice revenue		148,200	389,610	435,091	456,845	517,127
Concessions revenue		88,000	94,289	101,141	106,258	114,666
Campground revenue		-	-	-	-	42,000
Sponsorship revenue		200,000	200,000	200,000	200,000	200,000
Wage subsidies		10,400	-	-	-	-
Event subsidies		40,000	40,000	-	-	-
Fundraising		500,000	100,000	100,000	100,000	100,000
		<b>2,027,000</b>	<b>1,944,719</b>	<b>2,041,092</b>	<b>2,128,207</b>	<b>2,465,602</b>
<b>Cost of Sales</b>	<b>8</b>					
Event costs		471,315	510,501	551,426	578,997	697,844
Concessions costs		61,600	66,002	70,798	74,381	80,266
Campground costs		-	-	-	-	35,700
		<b>532,915</b>	<b>576,503</b>	<b>622,224</b>	<b>653,378</b>	<b>813,810</b>
<b>Gross Profit</b>		<b>1,494,085</b>	<b>1,368,216</b>	<b>1,418,868</b>	<b>1,474,829</b>	<b>1,651,792</b>
<b>Expenses</b>	<b>9</b>					
Advertising	10	10,000	10,200	10,404	10,612	10,824
Amortization	1	491,697	524,068	521,435	481,297	598,197
Insurance	11	80,000	81,600	83,232	84,897	86,595
Interest and bank charges	12	17,500	1,500	1,500	1,500	1,500
Interest on deferred loans	3	125,000	125,000	125,000	118,051	102,398
Land lease fees	13	-	-	-	-	-
Maintenance costs	14	50,000	50,000	50,000	50,000	50,000
Professional fees		5,000	5,100	5,202	5,306	5,412
Site security		15,000	15,300	15,606	15,918	16,236
Wages and benefits	15	-	-	-	-	-
- Track manager		65,000	66,300	67,626	68,979	70,358
- Administration		13,650	13,923	14,201	14,485	14,775
- Caretaker		23,400	23,868	24,345	24,832	25,329
- Benefits		11,226	11,450	11,679	11,913	12,151
		<b>907,473</b>	<b>928,309</b>	<b>930,231</b>	<b>887,790</b>	<b>993,775</b>
<b>Excess (deficiency) of revenue over expenses</b>		<b>586,612</b>	<b>439,907</b>	<b>488,637</b>	<b>587,039</b>	<b>658,017</b>

**Sudbury District Motorsports Association**  
**Multifaceted Motorsports Facility Project**

Projected Statements of Cash Flow

Based on Management Estimates

(Unaudited - see Notice to Reader and Significant Assumptions and Accounting Policies)

For the years ended ,	Notes	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Cash provided (used) during period:</b>						
<b>Operating Activities</b>						
Excess (deficiency) revenue over expenses		\$ 586,612	\$ 439,907	\$ 488,637	\$ 587,039	\$ 658,017
Amortization		491,697	524,068	521,435	481,297	598,197
Working capital financing		24,231	(961)	380	387	395
		1,102,541	963,014	1,010,452	1,068,723	1,256,609
<b>Investing Activities</b>						
Capital asset additions		(10,868,400)	(907,760)	(459,200)	-	(2,683,520)
		(10,868,400)	(907,760)	(459,200)	-	(2,683,520)
<b>Financing Activities</b>						
Deferred loan obtained		2,500,000	-	-	-	-
Deferred loan repaid		-	-	-	(305,966)	(321,620)
City of Sudbury EDF contribution		500,000	250,000	250,000	-	-
Funding shortfall		3,000,000	-	-	-	-
SDMA/Private contribution		3,728,500	683,750	37,500	-	115,500
		9,728,500	933,750	287,500	(305,966)	(206,120)
Increase (decrease) in cash for the year		(37,359)	989,004	838,752	762,758	(1,633,031)
Cash, beginning of year		-	(37,359)	951,644	1,790,396	2,553,154
Cash, end of year		\$ (37,359)	\$ 951,644	\$ 1,790,396	\$ 2,553,154	\$ 920,123

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**Sudbury District Motorsports Association**  
**Financial Projection - Multifaceted Motorsports Facility Project**  
**Summary of Significant Accounting Policies**  
**(Unaudited - see Notice to Reader)**

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The accompanying financial projection has been prepared using the assumptions, including hypotheses, that to the best of management's knowledge and belief, reflect the businesses conceptual plan for the projection period. Accordingly, this projection reflects management's conceptual plan for the construction and operation of the facility, based on circumstances and constraints existing as at February 6, 2012 and does not necessarily reflect management's judgement as to the most likely sequence of events.

- (a) The SDMA recognizes income and expenses on the accrual basis of accounting.
- (b) These financial projections have been prepared on a going concern basis, which contemplates the realization of assets and the satisfaction of liabilities and commitments in the normal course of operations.

(c) Amortization of Assets:

Capital assets are recorded at estimated cost. Amortization is based on the estimated useful life of the asset, on a diminishing balance basis as follows\*:

Building	4%
Fencing	10%
Fuel Tanks	20%
Paving	8%
Signage	20%
Radio and Television Equipment	20%
Equipment	20%

\* Note: we have not considered the half year rule in the year of acquisition of capital assets, as we have assumed the asset will be available for use at the beginning of each fiscal year.

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**Sudbury District Motorsports Association**  
**Financial Projection - Multifaceted Motorsports Facility Project**  
**Notes and Assumptions to Financial Projection**  
**(Unaudited - see Notice to Reader)**

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**Hypotheses:**

The financial projection has been prepared based on the following hypotheses:

- The Sudbury District Motorsports Association ("SDMA") will obtain funding from the following sources to be used towards the construction of a Multifaceted Motorsports Facility:
  - ⇒ Provincial Government grant/loan equal to \$5,000,000;
  - ⇒ City of Sudbury Economic Development Fund ("EDF") contribution equal to \$1,000,000 over three years;
  - ⇒ In-Kind contributions of \$4,565,250;
  - ⇒ Cash from fundraising and operations of \$3,853,630;
  - ⇒ Funding shortfall of \$3,000,000 - potential sources for these funds have not yet been located by management;if any of the above funding/support/operating assumptions do not come to fruition the project will not be viable.
- The SDMA will secure commitments from event organizers for the hosting rights to all events noted in these projections which are required for revenue assumptions to be realized. These commitments will be secured prior to beginning construction;
- This is a planning and conceptual document and should not be viewed as management's belief of the most likely sequence of events.

**Capital Contributions (Initial Construction - Year 0/1):**

Province of Ontario <sup>1</sup>	
- Grant	\$ 2,500,000
- Deferred Loan	2,500,000
City of Sudbury EDF	500,000
Funding Shortfall	3,000,000
SDMA/Private Sector Contributions	
- Cash from operations <sup>2</sup>	639,900
- Cash from fundraising	500,000
- In-Kind Contributions <sup>3</sup>	<u>3,728,500</u>
<b>Total Contributions</b>	<b>\$ <u>13,368,400</u></b>

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1 - It is assumed that the Provincial Government will act as Agents for SDMA, matching expenditures as they are incurred and thus, there will be no delay between the incurring of an expense and the receipt of funding. It is also assumed that this funding will cover any cost overruns should they occur.

2 - Given that cash from operations will only become available during the first year of operations, while capital expenditures will be incurred prior to the grand opening of the facility, we have assumed SDMA will obtain bridge financing to relieve the cash flow deficiency in the interim.

3 - In-kind contributions consist of various earth moving and shaping services which will be contributed to the project by SDMA members and Sudbury Area businesses (See Note 6 Below).



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**Sudbury District Motorsports Association**  
**Financial Projection - Multifaceted Motorsports Facility Project**  
**Notes and Assumptions to Interim Financial Projection**  
**(Unaudited - see Notice to Reader)**

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**Capital Expenditures (Initial Construction - Year 0/1)<sup>4</sup>:**

Base Costs	\$ 5,747,500
Parking Lot	1,380,000
Mud Bog & Demolition Area	325,000
Grandstand	1,555,000
Drag Strip and peripherals	2,750,000
Design Fees	1,175,750
Project Management	235,150
Geotechnical	100,000
Topographical Surveys	<u>100,000</u>

**Total Expenditures** **\$ 13,368,400**

**Capital Contributions (Expansion - Year 2):**

City of Sudbury EDF	\$ 250,000
In-Kind Contributions	<u>683,750</u>

**Total Contributions** **\$ 933,750**

**Capital Expenditures (Expansion - Year 2):**

Events Area	\$ 80,500
Motocross Track and Peripherals	730,000
Design Fees	81,050
Project Management	16,210
Excess contribution (operating funds)	<u>25,990</u>

**Total Expenditures** **\$ 933,750**

**Capital Contributions (Expansion - Year 3):**

City of Sudbury EDF	\$ 250,000
SDMA/Private Sector Contributions	
- Cash (operations)	171,700
- In-Kind Contributions	<u>37,500</u>

**Total Contributions** **\$ 459,200**

**Capital Expenditures (Expansion - Year 3):**

Kart Track and Peripherals	\$ 410,000
Design Fees	41,000
Project Management	<u>8,200</u>

**Total Expenditures** **\$ 459,200**

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4 - Based upon the 'Class C' capital cost estimate prepared by EPOH Inc. and GENIVAR.

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**Sudbury District Motorsports Association**  
**Financial Projection - Multifaceted Motorsports Facility Project**  
**Notes and Assumptions to Interim Financial Projection**  
**(Unaudited - see Notice to Reader)**

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**Capital Contributions (Expansion - Year 5):**

SDMA/Private Sector Contributions	
- Cash (operations)	\$ 2,568,020
- In-Kind Contributions	<u>115,500</u>

**Total Contributions** **\$ 2,683,520**

**Capital Expenditures (Expansion - Year 5):**

Main Gate Building	\$ 1,081,000
Oval Track	750,000
Campground	565,000
Design Fees	239,600
Project Management	<u>47,920</u>

**Total Expenditures** **\$ 2,683,520**

**Notes and Assumptions:**

**1. Capital Assets**

In Year 5, Capital assets at cost are projected as follows:

	<u><b>Year 5</b></u>
Land	\$ 4,236,500
Building	5,802,652
Fencing	705,000
Fuel Tanks	85,000
Paving	6,429,728
Signage	80,000
Radio and TV Equipment	50,000
Equipment	30,000
less: Grant Funding Provided*	<u>(2,500,000)</u>
	<b>\$ <u>14,918,880</u></b>

\* For purposes of calculating amortization, 100% of the non-repayable, conditional government grants have been netted against the cost of the asset.

**2. Government Assistance**

It is anticipated that SDMA will obtain a non-repayable, conditional grant from the Provincial Government in the amount of \$2,500,000 to be used towards the construction of Multifaceted Motorsports Facility. For purposes of calculating amortization, we have applied 100% of the conditional grants against the cost of the asset for a net capital cost of \$14,918,880 (detailed in Note 1 - above). The conditions attached to the grants will not be known until the applicable funding agreements are prepared.

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**Sudbury District Motorsports Association**  
**Financial Projection - Multifaceted Motorsports Facility Project**  
**Notes and Assumptions to Financial Projection**  
**(Unaudited - see Notice to Reader)**

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**3. Deferred Government Loans**

Reflects \$2,500,000 in Provincial Government funding (noted above for capital costs) which is provided in the form of a deferred loan. Principal payments on the loan will be deferred for a three year period (from Year 1 to Year 3), during which time, interest at an annual rate of prime (3%) plus 2% (5%) will be payable. Subsequent to this deferral period, at the beginning of Year 4, SDMA will commence principal and interest payments of \$35,335 per month for 7 years until the loan is repaid.

**4. City of Sudbury EDF Contributions**

The City of Sudbury EDF will contribute \$1,000,000 to the project over a period of 3 years as follows:

Year 1 - \$500,000  
Year 2 - \$250,000  
Year 3 - \$250,000

Note: we have not netted the above funding with the associated capital assets, as it is not clear at this point what the terms of the funding will be (i.e. grant or repayable).

**5. Funding Shortfall**

Given the current known sources of potential funding/financing, SDMA has a funding shortfall of \$3,000,000 at a minimum. Between the effective date of this financial projection and the date of commencement of construction, the SDMA will seek funding for the remainder.

**6. SDMA/Private Contributions**

SDMA, in conjunction with the private sector will contribute \$8,418,880 to the project from Year 1 to Year 5. These contributions will be made partially in the form of cash from operations and fundraising (\$3,853,630) and partially in the form of in-kind earth moving and shaping services (\$4,565,250), provided by SDMA members and Sudbury Area businesses. The specific in-kind services to be provided are as follows:

Access Road (50% of total cost)	\$550,000
Site Clearing	\$250,000
Site Grading	\$2,500,000
Watermain (20% of total cost)	\$107,000
Sanitary (20% of total cost)	\$75,000
Fencing (20% of total cost)	\$113,000
Landscaping (50% of total cost)	\$103,250
Playground (20% of total cost)	\$6,000
Oval Track (10% of total cost)	\$75,000
Demolition Derby Area (10% of total cost)	\$5,500
Mud Bog Area (10% of total cost)	\$18,000
Drag Track (10% of total cost)	\$100,000
Motocross Track (100% of track cost)	\$630,000
Kart Track (10% of total cost)	\$32,500

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**Sudbury District Motorsports Association**  
**Financial Projection - Multifaceted Motorsports Facility Project**  
**Notes and Assumptions to Financial Projection**  
**(Unaudited - see Notice to Reader)**

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**7. Revenue**

Motorsports Facility revenue is separated into five categories, event revenue, practice revenue, concessions revenue, campground revenue and sponsorship revenue. Revenue from the aforementioned sources has been estimated based on a comparison to similar operations and representations made by members of the project steering committee and SDMA. Accordingly, revenue has been estimated utilizing the following assumptions:

General assumptions

- Entrance/Admission fees are increased by 2% per year for inflation throughout the projection period;
- The number of spectators at each event will increase by 3% per year throughout the projection period;
- Given that the individual elements (drag, mud bog, demolition, motocross, kart, oval track, campground) will be constructed over the projection period using a phased approach, revenue from these sources will also be phased as follows:
  - ⇒ Year 1 - Drag, Mud Bog, Demolition
  - ⇒ Year 2 - Above revenue sources plus Motocross
  - ⇒ Year 3/4 - Above revenue sources plus Kart
  - ⇒ Year 5 - Above revenue sources plus Oval track and Campground

Event Revenue Assumptions

See the table below for detailed event revenue assumptions:

	Drag	Kart	MotoX	Mud Bog	Demo	Oval
Number of Participants	450	175	130	60	85	65
Average Registration Fee	\$175	\$80	\$20	\$30	\$40	\$115
Number of Spectators	6,000	500	450	2,500	2,500	350
Average Attendance Fee	\$25	\$0	\$10	\$15	\$8	\$12
Number of Events	4	2	4	2	2	14

Practice Revenue Assumptions

See the table below for detailed practice revenue assumptions:

	Drag	Kart	MotoX	Mud Bog	Demo	Oval
Test and Tune Members	45	25	75	15	N/A	12
Practice Days/Year/Person	52	52	156	26	N/A	52
Fee Per Day	\$60	\$20	\$20	\$20	N/A	\$60

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**Sudbury District Motorsports Association**  
**Financial Projection - Multifaceted Motorsports Facility Project**  
**Notes and Assumptions to Financial Projection**  
**(Unaudited - see Notice to Reader)**

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**7. Revenue (Cont'd)**

Concessions Revenue Assumptions

Concessions revenue has been estimated under the assumption that average spending at events in which alcoholic beverages are to be served will be \$8 per person and \$4 per person if alcohol is not being served. Alcohol will be served at Mud Bog, Demolition, Drag and Oval Track events and not served at Motocross and Kart Track events.

Campground Revenue

Campground revenue has been estimated at \$42,000 per year based on a comparison to similar operations.

Sponsorship Revenue

Sponsorship revenue has been estimated at \$1,000,000 (\$200,000 per year for 5 years) based on that of a similar facility. In return for the sponsorship funds, the facility will be named for the sponsoring Company.

Wage Subsidies

We have assumed that the SDMA will apply for and receive a wage subsidy for its track manager equal to \$10 per hour for 40 hours per week over 26 weeks.

Event Subsidies

The Government of Ontario through the Ministry of Tourism and Culture offers an event subsidy program for facilities to attract and pay for large events. We have assumed the SDMA would qualify for one event subsidy of \$40,000 per year for Year 1 and Year 2.

Fundraising

The SDMA will conduct various fundraising activities such as the "Buy a Brick" and/or "Checkered Flag" programs and expects to raise \$400,000 per year prior to the facilities grand opening and \$100,000 per year thereafter.

**8. Cost of Sales**

Cost of sales have been estimated on a percent of revenue basis as follows:

	Drag	Kart	MotoX	Mud Bog	Demo	Oval
Event Costs*	45%	55%	55%	47.5%	47.5%	55%
Concession Costs	70%	70%	70%	70%	70%	70%
Campground Costs	85%					

\* Event costs are expected to include expenses related to the following:

- Referees/Officials, Advertising, Event Supplies, Event Wages (largely volunteer based), Insurance, Ambulance fees, Track/Site Maintenance, Event Hosting Fees;
- Note: the above event cost percentages include a 5% contingency for equipment rentals related to event hosting, which may be purchased or rented depending on the availability of funds such as: Christmas tree event lights, timing equipment, weather stations, sound systems, track grooming equipment etc.

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**Sudbury District Motorsports Association**  
**Financial Projection - Multifaceted Motorsports Facility Project**  
**Notes and Assumptions to Financial Projection**  
**(Unaudited - see Notice to Reader)**

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**9. Inflation**

In most cases, expenses have been adjusted for the effect of inflation. The average inflation rate has been estimated at 2% per year.

**10. Advertising**

Advertising consists of webhosting and other SDMA website related fees and is estimated at \$10,000 per year. Note: event related advertising is included in event costs (above). Any signage related to sponsorships are the donee's responsibility.

**11. Insurance**

Insurance for the property has been estimated at \$80,000 per year based on comparable facilities.

**12. Interest and Bank Charges**

Interest and bank charges have been estimated at \$1,500 per year, short of Year when interest costs associated with \$640,000 in bridge financing were considered.

**13. Land Lease Fees**

Land lease fees have been estimated at nil as the Sudbury Airport Development Corporation has tentatively agreed to forgoe these fees in order to improve the viability of the project.

**14. Maintenance Costs**

Maintenance costs relate to general day to day maintenance, not specifically associated with event hosting and have been estimated based upon comparable facilities.

**15. Wages and Benefits**

Wages and benefits expense have been estimated based on the following assumptions:

- A track manager will be hired by SDMA and will be responsible for the day to day management of the facility as well as event organization. The track manager will earn a salary of \$65,000 per year.
- SDMA will employ a bookkeeper, working 35 hours per week for 26 weeks per year and earning \$15 per hour.
- SDMA will employ two part time caretakers, working 60 hours (total) per week for 26 weeks per year and earning \$15 per hour.
- Benefits are limited to mandatory benefits and are estimated at 11% of total wage cost.

**Sudbury District Motorsports Association**  
**Multifaceted Motorsports Facility Project**

Drag Element - Projected Gross Profit

Based on Management Estimates

(Unaudited - see Notice to Reader and Significant Assumptions and Accounting Policies)

For the years ended ,	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Drag Revenue</b>					
Event revenue	915,000	960,750	1,008,788	1,059,227	1,112,188
Practice revenue	140,400	147,420	154,791	162,531	170,657
Concessions revenue	48,000	50,429	52,980	55,661	58,478
	<u>1,103,400</u>	<u>1,158,599</u>	<u>1,216,559</u>	<u>1,277,419</u>	<u>1,341,323</u>
<b>Drag Cost of Sales</b>					
Event costs	411,750	432,338	453,954	476,652	500,485
Concessions costs	33,600	35,300	37,086	38,963	40,934
	<u>445,350</u>	<u>467,638</u>	<u>491,041</u>	<u>515,615</u>	<u>541,419</u>
<b>Drag Gross Profit</b>	<u>658,050</u>	<u>690,961</u>	<u>725,518</u>	<u>761,804</u>	<u>799,904</u>

**Sudbury District Motorsports Association**  
**Multifaceted Motorsports Facility Project**

Kart Element - Projected Gross Profit

Based on Management Estimates

(Unaudited - see Notice to Reader and Significant Assumptions and Accounting Policies)

For the years ended ,	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Kart Revenue</b>					
Event revenue	-	-	28,000	29,400	30,870
Practice revenue	-	-	26,000	27,300	28,665
Concessions revenue	-	-	2,081	2,186	2,297
	-	-	56,081	58,886	61,832
<b>Kart Cost of Sales</b>					
Event costs	-	-	15,400	16,170	16,979
Concessions costs	-	-	1,457	1,530	1,608
	-	-	16,857	17,700	18,586
<b>Kart Gross Profit</b>	-	-	39,224	41,186	43,246



**Sudbury District Motorsports Association**  
**Multifaceted Motorsports Facility Project**

**Motocross Element - Projected Gross Profit**

**Based on Management Estimates**

**(Unaudited - see Notice to Reader and Significant Assumptions and Accounting Policies)**

For the years ended ,	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Motocross Revenue</b>					
Event revenue	-	28,400	29,820	31,311	32,877
Practice revenue	-	234,000	245,700	257,985	270,884
Concessions revenue	-	1,836	1,929	2,027	2,129
	-	264,236	277,449	291,323	305,890
<b>Motocross Cost of Sales</b>					
Event costs	-	15,620	16,401	17,221	18,082
Concessions costs	-	1,285	1,350	1,419	1,490
	-	16,905	17,751	18,640	19,572
<b>Motocross Gross Profit</b>	-	247,331	259,698	272,683	286,317

**Sudbury District Motorsports Association**  
**Multifaceted Motorsports Facility Project**

**Mud Bog Element - Projected Gross Profit**

**Based on Management Estimates**

**(Unaudited - see Notice to Reader and Significant Assumptions and Accounting Policies)**

For the years ended ,	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Mud Bog Revenue</b>					
Event revenue	78,600	82,530	86,657	90,989	95,539
Practice revenue	7,800	8,190	8,600	9,029	9,481
Concessions revenue	20,000	21,012	22,075	23,192	24,366
	106,400	111,732	117,331	123,211	129,385
<b>Mud Bog Cost of Sales</b>					
Event costs	37,335	39,202	41,162	43,220	45,381
Concessions costs	14,000	14,708	15,453	16,235	17,056
	51,335	53,910	56,614	59,454	62,437
<b>Mud Bog Gross Profit</b>	55,065	57,822	60,717	63,757	66,949

**Sudbury District Motorsports Association**  
**Multifaceted Motorsports Facility Project**

Demolition Element - Projected Gross Profit

Based on Management Estimates

(Unaudited - see Notice to Reader and Significant Assumptions and Accounting Policies)

For the years ended ,	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Demolition Revenue</b>					
Event revenue	46,800	49,140	51,597	54,177	56,886
Concessions revenue	20,000	21,012	22,075	23,192	24,366
	<u>66,800</u>	<u>70,152</u>	<u>73,672</u>	<u>77,369</u>	<u>81,251</u>
<b>Demolition Cost of Sales</b>					
Event costs	22,230	23,342	24,509	25,734	27,021
Concessions costs	14,000	14,708	15,453	16,235	17,056
	<u>36,230</u>	<u>38,050</u>	<u>39,961</u>	<u>41,969</u>	<u>44,077</u>
<b>Demolition Gross Profit</b>	<u>30,570</u>	<u>32,102</u>	<u>33,711</u>	<u>35,401</u>	<u>37,175</u>

**Sudbury District Motorsports Association**  
**Multifaceted Motorsports Facility Project**

Oval Track Element - Projected Gross Profit

Based on Management Estimates

(Unaudited - see Notice to Reader and Significant Assumptions and Accounting Policies)

For the years ended ,	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Oval Track Revenue</b>					
Event revenue	-	-	-	-	163,450
Practice revenue	-	-	-	-	37,440
Concessions revenue	-	-	-	-	3,031
	-	-	-	-	203,921
<b>Oval Track Cost of Sales</b>					
Event costs	-	-	-	-	89,898
Concessions costs	-	-	-	-	2,122
	-	-	-	-	92,019
<b>Oval Track Gross Profit</b>	-	-	-	-	111,902

## Implementation Plan

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The project will be completed in 4 phases as follows:

- Phase I - Pre-Start Up
  - Year 0
    - 1 to 1.5 years prior to grand opening
  - Funding approvals obtained
  - Commitment contracts obtained
  - Design/Construction is completed
- Phase II - Start-Up
  - Year 0
    - ~ 6 months prior to start up
  - Grand opening activities
  - Fine tune operating model
- Phase III - Operation
  - Years 1 to 5
  - Operation of the facility and event hosting
- Phase IV - Future Expansion
  - Years 2 to 5
  - Elements are added as funding/operating funds allow

### Phase I - Pre-Start Up - Year -1

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Phase I of the project occurs prior to the grand opening of the facility in “Year -1” and involves the funding submissions and approvals as well as the construction of the facility as follows:

#### I. Funding/Financing Submissions/Approvals

Make the necessary funding/financing submissions and gain approvals in to begin construction through the following activities:

##### Activity 1 - Finalize business plan

- Final presentation to project committee
- Approval of business plan

##### Activity 2 - Primary Funding Submission

- Intern will be hired through wage subsidy to manage all funding/financing submissions and correspond with the funding/financing organizations post submission
- Submit “Stage 2” application to NOHFC under the Infrastructure Stimulus Fund
  - Total funding requested - \$5,000,000

- 37% of total project costs
- 50% non-repayable grant, 50% deferred commercial loan
- Target submission date - TBD
- Business plan submitted with application
- Approval obtained by TBD

#### Activity 3 - Other Funding Approvals

- Council approval of City of Sudbury contribution of \$1,000,000
  - Year 0/1 - \$500,000
  - Year 2 - \$250,000
  - Year 2 - \$250,000
  - Approval obtained 2 months after primary funding is approved
- Funding shortfall
  - Total funding shortfall - \$3,000,000
    - 22% of total project costs
  - Given the current known sources of available funding/financing, SDMA must arrange for public or private funding or financing of the shortfall.
  - Funding to be obtained 6 months after primary funding approval

#### Activity 4 - Fundraising

- Raise approximately \$1,139,900 through the following:
  - Buy a Brick Campaign
  - Checkered Flag Campaign
  - Other SDMA Events
  - Portion of association membership dues set aside for motorsports facility project
  - Operation of the facility
- Obtain written agreement from Private Sector contributors for:
  - \$3,728,500 in in-kind contributions
  - Consist of various earth moving and shaping services which will be contributed to the project by SDMA members and Sudbury Area businesses.

#### Activity 5 - Bridge Financing

- Given that SDMA will be funding a small portion of the facility construction with operating dollars, temporary bridge financing from a chartered financial institution must be obtained
  - Bridge financing required - \$500,000
  - Bridge financing to be approved subsequent to primary, other and in-kind approvals

#### Activity 6 - Sponsorship

- Seek out facility sponsor
- Acquire sponsor for \$1,000,000 spread evenly over 5 years

### **II. Commitment Contracts**

Gain a commitment to the motorsports facility from its users.

#### Activity 1 - Seek Commitment Contracts

- Solidify the financial feasibility of the facility by approaching large user groups to sign contracts for guaranteed use of the facility.

### **III. Design/Construction**

In the design/construction portion of the project, SDMA must:

- Meet design and construction schedules of 12 to 16 months from the funding approval date.
- Work within the design and construction budget for total project costs of:
  - Initial Construction (Year 0/1) - \$13,368,400
- Oversee the construction of a facility that provides a space which:
  - Houses a multitude of motorsports in one area
  - Provides a training ground for Sudbury's motorsports community
  - Operates within the constraints of the foregoing objectives

The initial phase of the facility project is to include the following:

- Base costs (access road, site clearing, site grading, water, sanitary, utilities, fencing etc.)
- Parking Lot (gravel and paving)
- Installation of "Key" Elements:
  - Demolition Derby
  - Mud Bog
  - Drag Strip (track and peripherals)
- Grandstand (bleachers - permanent and portable)
- Control Booth/Press Box
- Concessions Building

#### Activity 1 - Design

- Obtain geotechnical and topographical surveys
  - Cost - \$200,000

- Obtain architectural drawings
  - 10% of total project cost
  - Cost - \$1,175,750

#### Activity 2 - Construction

The construction of the initial phase of the facility including key elements.

- Construction breakdown and costs:
  - Base costs - \$5,747,500
    - Access Road - \$1,100,000
    - Site Clearing - \$250,000
    - Site Grading - \$2,500,000
    - Watermain - \$535,000
    - Sanitary - \$375,000
    - Utilities & Communications - \$325,000
    - Fencing - \$565,000
    - Other - \$97,500
  - Parking Lot - \$1,380,000
  - "Key" Elements:
    - Demolition Derby & Mud Bog - \$325,000
    - Drag Strip (track and peripherals) - \$2,750,000
  - Grandstand/Concessions - \$1,555,000
  - Project Management - \$235,150

### **Phase II - Start Up (Year 0)**

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Phase II of the project occurs 6 months prior to the grand opening of the facility in "Year 0" and involves the implementation of the grand opening strategies noted in the marketing plan as follows:

#### **I. Grand Opening Marketing**

SDMA must work in conjunction with the City of Sudbury Tourism & Marketing department and the Greater Sudbury Development Corporation and must agree upon their respective roles regarding the marketing of the facility.

#### Activity 1 - Cooperative Marketing

- Cooperative efforts with SDMA and the City of Sudbury include:
  - Tradeshows
  - Print advertising
  - Websites
    - [www.city.greatersudbury.on.ca](http://www.city.greatersudbury.on.ca)
    - [www.sudburytourism.ca](http://www.sudburytourism.ca)
  - Visitors guide
  - Visitors Map



### Activity 2 - SDMA Marketing

- Signage on facility site
- Regular announcements on SDMA website regarding progress of the facility to:
  - Energize community members
  - Build momentum to Grand Opening
- Grand opening event
  - Facility tours for community members
  - Demonstrations
- Publicity
  - CTV
  - Cable
  - Sudbury Star

## **II. Operating Model**

In preparation for the opening of the facility, SDMA must fine tune the operating model with consideration to the five key areas:

- Ownership/Management
- Marketing
- Operations
- Human Resources
- Financial

### Activity 1 - Fine tune operating model

- Marketing
  - Grand opening marketing discussed above
- Operations
  - Arrange:
    - utilities and building services
    - insurance
    - inspections
    - facility security
  - Develop policies and procedures for facility operation (consistent with those already in place and utilized by City of Sudbury facilities):
    - Hours of operation
    - Rental rates
    - Scheduling of usage
    - Commercial user rental policies
    - Private user rental policies
    - Capital replacement
    - Accounting and legal

- Concession
- Human resources
  - Assign administrative staff member to be responsible for:
    - answering phone calls regarding bookings
    - updating the facility scheduling calendar
    - take general information calls
    - billings
  - Recruit maintenance staff
  - Safety training for all staff
- Financial
  - Manage financing and funding agreements as discussed in Phase I
  - Continue fundraising efforts as discussed in Phase I

### **Phase III - Operations (Years 1 to 5)**

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Phase III of the project occurs continuously over Years 1 to 5 and involves the operations and day to day management/maintenance of the facility, event hosting and continued fundraising efforts.

#### **I. Operating Model**

From Years 1 to 5, SDMA must adhere to and refine/modify the operating model developed in Phase II to ensure successful operation of the facility.

##### Activity 1 - Continuous Review of Operating Model

- Operations - Day to Day
  - Policies and procedures - ongoing evaluation and changes if necessary
  - Track and measure critical success factors regarding:
    - facility usage - % of capacity
    - participation - by motorsport element
    - ongoing evaluation of user needs
    - ongoing evaluation and prioritization of users
    - ongoing evaluation effectiveness of scheduling system
- Operations - Event Hosting
  - To be developed on an individual event basis by event organizers, within the constraints of the facilities existing policies and procedures
  - Ensure user needs are met - parking, concessions, washrooms, seating, camping
- Human resources
  - Employee reviews semi-annually
  - Ongoing HR needs analysis:
    - are facilities being over/under serviced?
    - add/reduce personnel based on need
  - It will be critical for the facility to establish and maintain a volunteer database for the hosting of events and management of day to day operations.

■ Marketing - Day to Day

- The following ongoing marketing tools will be utilized:
  - Cooperative efforts with SDMA, Sudbury Tourism and GSDC could include:
    - Tradeshow
    - Print advertising
    - Websites
    - Visitors guide
    - Visitors Map
- SDMA Marketing
  - SDMA website - [www.sudburymotorsports.ca](http://www.sudburymotorsports.ca)
  - Event publicity
    - CTV
    - Cable
    - Sudbury Star
  - Signage
    - at airport near site
    - billboards on all highway exits and entrances to Sudbury
- Sponsorship - secure and maintain gold, silver and bronze level sponsors for:
  - Facility naming rights
  - Scoreboard/element naming
  - Inside signage/logos

■ Marketing - Event

- Event marketing strategies must be developed on an individual basis for each specific event, given that each event is unique
- marketing plans and strategies will be based on the nature, coverage and complexity of each event.
- Staff will assist from a coordination perspective; however, as with any sporting event a significant volunteer commitment is required.

■ Financial

- Work within the budget as outlined in the financial projections
- Ensure repayment of loans as per financing agreements
- Ensure compliance with grant agreements
- Continued fundraising efforts

## **Phase IV - Future Expansion (Years 2 to 5)**

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Phase IV of the project occurs from Years 2 to 5 of operations of the facility. In Phase I, the entire site was prepared for use and the key elements installed. In Phase IV the secondary elements are to be constructed according to importance, determined according to the following criteria:

- Need for element (i.e. element is synergistic to elements previously installed in Phase I)
- Relative cost of the element
- Potential users and relative popularity

- Projected contribution to facility profitability by the element

Accordingly, the following reflects the future expansion plans of the facility:

- Year 2
  - Events Area (event stage, playground, landscaping, signage)
  - Motocross track
- Year 3
  - Kart Track
- Year 5
  - Main Gate - ticket sales and administration building
  - Oval track
  - Campground

### **I. Future Expansion - Year 2**

Expand the facility to include an events area (event stage, playground, landscaping, signage) and motocross track carrying the following capital costs:

- Events Area - \$80,500
- Motocross Track - \$730,000
- Design and Project Management Costs - \$97,260

#### Activity 1 - Funding

- Secure the City of Sudbury commitment of \$250,000

#### Activity 2 - Fundraising

- Obtain written agreement from Private Sector contributors for:
  - \$683,750 in in-kind contributions
  - Consist of various earth moving and shaping services which will be contributed to the project by SDMA members and Sudbury Area businesses.

### **II. Future Expansion - Year 3**

Expand the facility to include a Kart racing track carrying the following capital costs:

- Kart Track - \$410,000
- Design and Project Management Costs - \$49,200

#### Activity 1 - Funding

- Secure the City of Sudbury commitment of \$250,000

#### Activity 2 - Fundraising

- Raise \$171,700 through ongoing fundraising efforts and facility operations
- Obtain written agreement from Private Sector contributors

- \$37,500 in in-kind contributions
- Consist of various earth moving and shaping services which will be contributed to the project by SDMA members and Sudbury Area businesses.

### **III. Future Expansion - Year 5**

Expand the facility to include a ticket sales/administration building at the main gate, an oval track for stock car racing and a camping area carrying the following capital costs:

- Main Gate Building - \$1,081,000
- Oval Track - \$750,000
- Campground - \$565,000
- Design and Project Management Costs - \$287,520

#### **Activity 1 - Fundraising**

- Raise \$2,568,020 through ongoing fundraising efforts and facility operations (funds accumulated over five years of operations)
- Obtain written agreement from Private Sector contributors
  - \$115,500 in in-kind contributions
  - Consist of various earth moving and shaping services which will be contributed to the project by SDMA members and Sudbury Area businesses.

## Implementation Timeline

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Finalize Business Plan	Winter 2012
Hire Intern/Project Manager	Spring 2012
Funding in place	TBD
Contract Documentation	3-6 Months Post Approval
Tender	3-6 Months Post Approval
Contract Award	3-6 Months Post Approval
Construction to Completion	12-16 Months
Set up and Occupancy	1-2 Months
Official Opening	TBD
Expansion #1	Year 2
Expansion #2	Year 3
Expansion #3	Year 5

## Conclusion

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SDMA believes that the business plan is the start of a process to bring motorsports to Sudbury and Northern Ontario. SDMA understands that they are at the planning and conceptual design stage and this long awaited document will communicate the information required to develop partnerships with the various stakeholders internal and external to their organization to enhance their prospects for success. Further, this plan makes numerous references to the fact that the motorsport facility will benefit not only the community but also the region and Ontario by:

- Creating opportunities for niche market business development, job creation and training within the motorsport sector, while stimulating offshoot businesses that include accommodations, restaurants and other hospitality businesses within the tourism sector.
- Enhancing the attractiveness of the region as tourist destination, thereby increasing visitor traffic, length of stay and average daily spending in Greater Sudbury.
- Addressing “best bet” market as outlined in the tourism strategy Destination Sudbury 2015 by filling product gaps for Provincial Families (as outlined in market segmentation developed by the Ontario Tourism Marketing Partnership) and VFR (Visiting Friends and Relatives), the latter of which accounts for nearly half of Greater Sudbury’s over 1.2 million annual visitors (according to 2007 data supplied by Sudbury Tourism).
- Addressing need for year round activities and events, especially those that take place in the shoulder season, as the development of spring and fall tourism products is an ongoing challenge for the City’s tourism industry.
- Enhancing the likelihood of private sector investment prospects for the region in both motorsport and tourism sectors.
- Remaining sensitive to Triple Bottom Line policy outcomes: addressing potential environmental impacts, celebrating the social and cultural aspects of the community and ensuring economic feasibility.
- Pursuing synergies with the educational institutions that augment existing programs and initiatives thereby increasing our competitive advantage when recruiting students

SDMA is excited about this collaborative approach and recognizes the need for community partnerships. SDMA is committed to ensuring this project has a solid foundation for moving forward and maintaining its longevity.

The study team acknowledges the valuable contribution of the City of Greater Sudbury, Greater Sudbury Development Corporation and in particular Eleethea Savage and her team, Sudbury Airport Development Corp and the members of the Sudbury District Motorsports Association to this plan.

## **Appendix A - Schematic Design Report**

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# *Scope and Cost Report*

for

## **Proposed New Fair Grounds for the Sudbury District Motorsports Association**

*Prepared by:*  
**epoh inc.**  
**architects and consulting engineer,**  
**and GENIVAR.**

*November 2011*



## Introduction

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The Sudbury District Motorsports Soccer Association and city of Sudbury, have commissioned this Feasibility Study and Business Plan to assess the feasibility of building a new Motorsports Facility to be located near the Sudbury Airport (the preferred site for consolidated facilities). This report is dedicated to the topic of Planning for the new facility. It establishes the scope of the project with respect to functional programming, site planning, architectural design, building systems, construction costs, and facility operating and maintenance costs. The primary purpose of this work is to establish an "Order of Magnitude". Once established this information will be synthesized into the financial analysis being prepared by BDO which evaluates the project's feasibility and viability.

### The Planning Process:

The planning process consists of related activities such as Space Programming, Master Planning, and Capital Cost Planning. Overall the process results in:

**Space Program:** Identifies event programs being proposed by SDMA, associated space requirements, Sanctioning bodies affecting operating and design standards, event frequency and spectator capacity.

**Master Planning:** The development of a physical plan which embodies a strong guiding concept with the vision to accommodate present and future goals. The Master Plan represents the most suitable strategy for development of an SDMA Motorsports facility on the preferred airport site. It is based on an efficient use of site that enables multiple options for future expansion and opportunities to accommodate other complimentary activities that have yet to be defined.

**Capital and Operating Cost Planning:** The capital cost plan articulates the needs for capital funds based on a value of "total present costs". The present costs are expressed in terms of the various event elements and associated infrastructure including ancillary costs such as design fees, project management etc. The capital cost plan facilitates the feasibility analysis and business plan, and most importantly the necessary request for funding approvals and financing

The report is organized in the following sub sections:

- Needs Assessment
- Site Requirements
- Facility Options Analysis
- Building Construction Relative to Size and Occupancy
- Class D Construction Cost Estimate
- Anticipated Operating and Maintenance Costs
  
- Appendix

## Needs Assessment

As is the case with all new projects, it is first necessary to conduct a Needs Assessment through a carefully planned, sequence of information gathering activities. This phase of the project included the following activities:

- Assembly of existing data, drawings and reports
- Stakeholder meetings

The Stakeholder meetings led directly to the identification of various major events and support facilities to be evaluated and ultimately accommodated within this project. The following table illustrates the event type, facility required to accommodate it, and the relevant sanctioning body to be referenced for associated design standards.

MAJOR EVENT	INFRASTRUCTURE REQUIREMENTS	SANCTIONING BODY
Drag racing	Drag Strip – 1 Mile	NHRA
Stock Car racing	Oval – ¼ Mile	NASCAR
Kart Racing	Kart Track – ½ Mile	ASN (CIHFIA)
MotoCross	Moto Cross Track – ¾ Mile	IAMA-SRMS, CMRC
SnowCross	Moto Cross Track – ¾ Mile	CSRA, ISR
Street Bike Racing	Kart Track – ½ Mile	*
Quad Racing	Moto Cross Track – ¾ Mile	*
BMX Bike Racing	Moto Cross Track – ¾ Mile	*
Mud Truck Racing	Mud Bog 20x200 ft. pit	*
Mud Car racing	Mud Bog 20x200 ft. pit	*
Mud ATV Racing	Mud Bog 20x200 ft. pit	*
Demolition Derby	Demo Track 150x150 ft.	*
Event Parking	2500 Parking spaces	
Participant Parking	250 40' Long Lots	
Concerts & Festivals	Bandstand/Stage	
Ticket Sales	Field House, Main Gate	
Concession	Field House	
Washrooms	Field House	
Camping	Campground, Registration	
Drive-In Theatre	Projection Screen, Display	
Vendor Exhibition	Fairgrounds, Concourse	
Spectator Seating	Fixed Bleachers	
	Mobile Bleachers	
Children's Play Area	Playground	
Administration Operations	Registration Building	
Fueling / Waste Oil	Service Station	

\*Due to lack of event demand at this time, we have not investigated all sanctioning bodies

Based on the short and long term goals of the SDM and its stakeholder groups, the Needs Assessment culminated with an approximate space requirement of 110 acres of Available Development Area (ADA). The preferred site was then evaluated for its ability to accommodate the required ADA in a functional and affective manner. The results of this evaluation are summarized in the next section.

## Site Area Requirements

The proposed Motorsports facility for SDMA requires that a new site be selected for its development. To date the SDMA has evaluated various sites and have selected the North-East Quadrant of the Greater Sudbury Airport lands as the preferred site. The following section establishes all of the site area components that contribute to the overall area required if this sit is to work for its intended purpose. Each major site component is identified and assigned with with an assumed associated space allowande. In summary a site area of approximately 110 acres is required for the current Needs identified, however a contingency allowance ranging between 20 to 30 acres should be cons... to enable future expansion of some of the key event areas and parking lots.

MAJOR EVENT	INFRASTRUCTURE REQUIREMENTS	AREA ASSOCIATED
Drag racing	Drag Strip – 1 Mile	8.5 acres
Stock Car racing	Oval – ¼ Mile	5 acres
Kart Racing	Kart Track – ½ Mile	11 acres
MotoCross	Moto Cross Track – ¾ Mile	28.5 acres
SnowCross	Moto Cross Track – ¾ Mile	incl.
Street Bike Racing	Kart Track – ½ Mile	incl.
Quad Racing	Moto Cross Track – ¾ Mile	incl.
BMX Bike Racing	Moto Cross Track – ¾ Mile	incl.
Mud Truck Racing	Mud Bog 20x200 ft. pit	0.5 acre
Mud Car racing	Mud Bog 20x200 ft. pit	incl.
Mud ATV Racing	Mud Bog 20x200 ft. pit	incl.
Demolition Derby	Demo Track 150x150 ft.	1 acre
Event Parking	2500 Parking spaces	24 acres
Participant Parking	250 40' Long Lots	11.5 acres
Concerts & Festivals	Bandstand/Stage	3 acres
Ticket Sales	Field House, Main Gate	0.5 acre
Concession	Field House	incl.
Washrooms	Field House	incl.
Camping	Campground, Registration	9 acres
Drive-In Theatre	Projection Screen, Display	incl.
Vendor Exhibition	Fairgrounds, Concourse	3.5 acres
Spectator Seating	Fixed Bleachers	1.5 acres
	Mobile Bleachers	incl.
Children's Play Area	Playground	1.5 acres
Administration Operations	Registration Building	incl.
Fueling / Waste Oil	Service Station	1 acre
<b>TOTAL:</b>		<b>110 ACRES</b>

### Future Development:

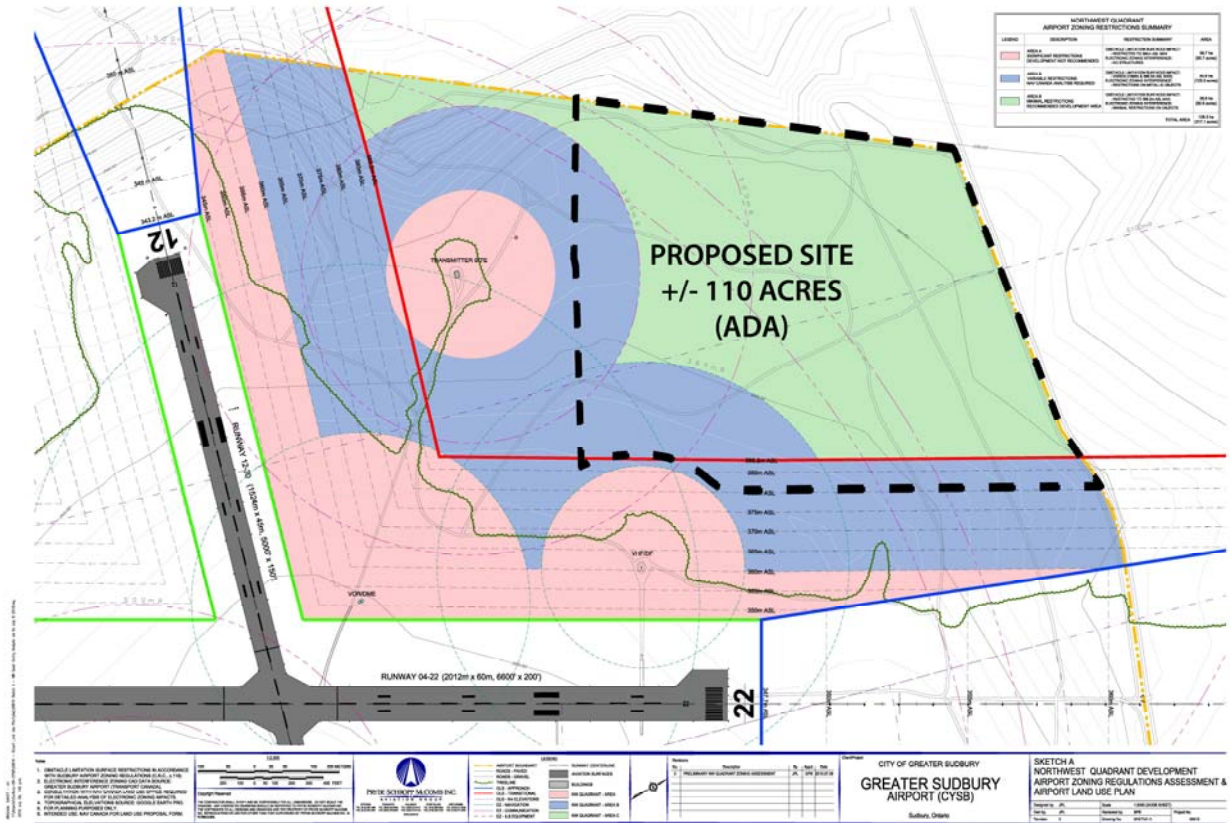
Overflow Parking (2500 spaces)  
Kart Expansion (1 mile track)  
Motocross Expansion

17 Acres  
9 Acres  
undefined  
**26 Acres**

## Sudbury District Motorsports Association Master Plan

The final location and orientation of the development will become the subject of future detailed design when and if the project moves forward into the implementation stage. At that time the detailed design will incorporate surveys, geotechnical, water system studies, site planning, etc. The tentative location shown in the site plan, however, is adequate for compiling the budget site development costs for this study.

The Zoning Regulations Assessment below, provided by the Greater Sudbury Airport demonstrates the limitations of the proposed site, with regards to proximity to Nav Canada equipment.



### Greater Sudbury Airport Option

The illustration above indicates the preferred site selected by SDMA for the proposed development of a Motorsports Park. It is the North East quadrant of the Greater Sudbury Airport owned property. The dashed line represents the approximate boundary of the SDMA project having a minimum ADA of 110 acres. The red, blue and green zones illustrated represent development constraints mandated by NAV Canada with regards to interference with flight paths and equipment operations. The red is the most restrictive and will not be available for SDMA project development. The blue requires coordination and approval whereas the green area is unrestricted.

## Concept for SDMA Motorsports Park

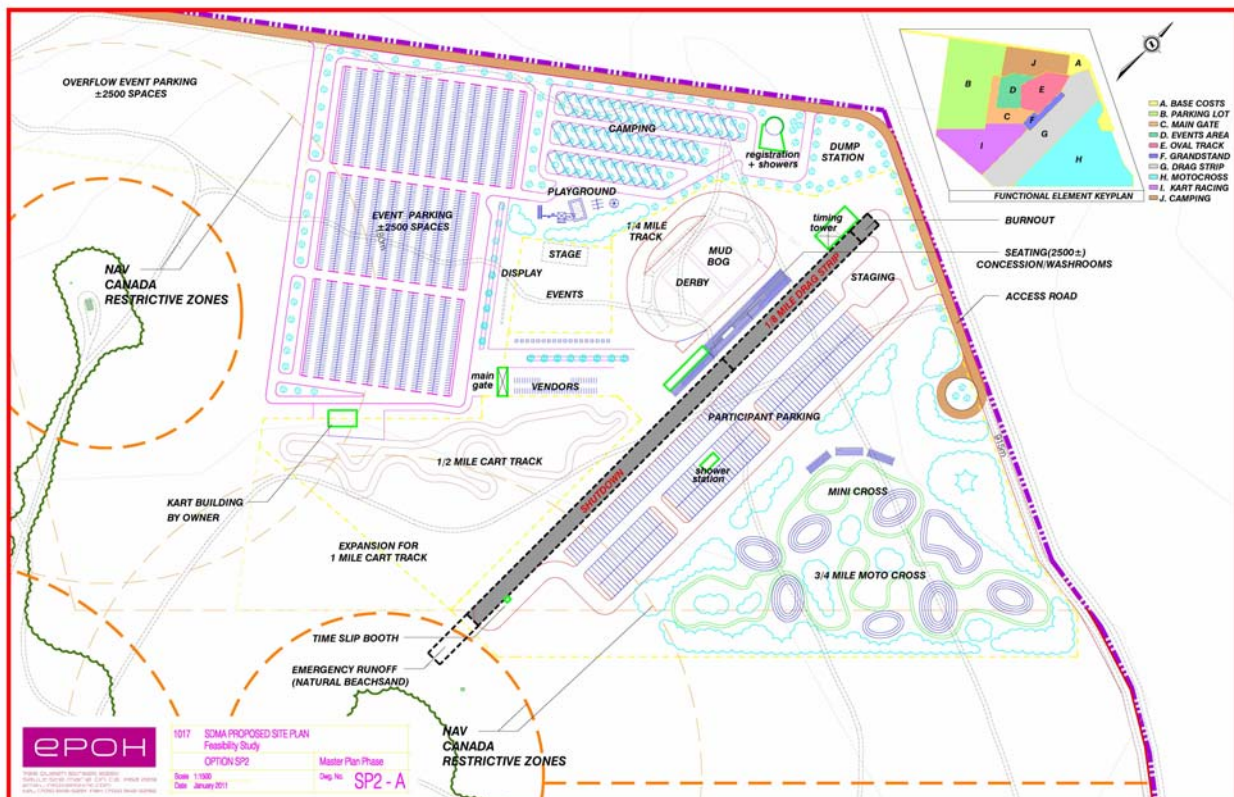
### Conceptual Framework for Land Use Plan

The underlying purpose of this Master Plan is to put in place an organizing framework to which the project can be implemented. This framework must have the ability to accommodate adjustments in priorities, event programming, future growth potential and operational structuring.

A physical plan has been developed which incorporates all of the event programming described in the previous section. Furthermore it allows future growth potential to key event areas because of their placement relative to adjacent undeveloped lands. The design solution for the Motorsports Park was driven primarily by the actual arrangement of the event areas so as to achieve an effective Motorsports Park that:

- Maximizes operational synergies amongst the various events
- Minimizes construction cost
- Maximizes crowd control by creating security perimeter around the paid events
- Separates public / spectator activities from participant activities
- Provides maximum flexibility
- Enables future expansion to major events
- Maximizes user experience of motorsport events

The plan provided has evolved from other preliminary schematic versions and represents the preferred solution forming part of the Capital and Operating Cost Analysis. It is preliminary in nature and will require further vetting during future stages of the design process.





## Conceptual Framework for Event Area Design

The layout of the Master Plan focuses on three organizational principles:

Spectator Circulation: Guests are funnelled from the access road directly into the event parking, which employs a tree-lined pedestrian boulevard to create movement towards the ticket sales and main gate. Crossing through a security checkpoint, guests move along a promenade filled with temporary special events and vendors towards the main event hub, consisting of concessions, washrooms and the central bleachers that serve the primary attractions: Drag Strip, Mud Bog, Derby, and Stock Car Oval.

Participant Circulation: Event participants are given their own entrance and security checkpoint, located further down the access road, leading to “trailer sized” parking lots and amenities located across the drag strip from public areas. This lot directly services and interacts with the drag strip and Motocross track, which is the backbone of the Motorsport Park. This area is designed with the ability to provide public use of participant parking space for events occurring on the Motocross track.

Event Synergies: The concessions and bleachers are centrally located, allowing for the greatest ease of access to the greatest range of activity on the grounds. The fixed bleachers provide viewing in two directions, for both drag and oval, mud bog, and derby events. Portable bleachers will be provided and can be moved to any event area so as to minimize cost of fixed bleachers

These primary objectives of the Motorsports Park are incorporated in the larger Master Plan with further amenities, which provide enhancement to the Park as an activity centre for the Greater City of Sudbury.

Kart Track: while one of the primary events of the Motorsports Park, this activity is independently operated, and is separated from the main event hub. Located directly off the event parking, with its own separate secure perimeter, gate, and facilities, it is ideally poised to take advantage of, and provide an additional attraction to, the same crowds attending the Park’s showcase events.

Camping Facilities: are located outside of the security perimeter, providing easy access to concerts fairs and special events. It is serviced with its own entrance, registration and amenities and is adjacent to a playground. It is provided with ample greenery and separated from the motorsport events by vegetation buffer zones.

A Drive-In Theatre: has been proposed to take advantage of the ample event parking, washrooms, and concessions. This screen could additionally double as a display board, providing media advertisements and promotions during the showcase events.

Concerts: and other fairs and special events can take place within the fairgrounds located directly adjacent to the event parking and taking advantage of the Main gate, secure perimeter, washrooms, and concessions. This space is ideally located and unplanned, with the intention being maximum flexibility to accommodate any unforeseen and profitable events that can naturally take advantage of the activity hub that the Motorsports Park will become.

## Sudbury District Motorsports Association Master Plan

### Conceptual Approach to Phasing

The plan has been designed so that either the entire program of event venues can be implemented at the same time, or independently, over time as funding permits. The Master Plan does not require revision should the project require multiple phases of construction.

### Conceptual Framework for Building Design

The buildings forming part of the SDMA Motorsport Park are seen to be important community facilities and as such, the Sudbury District Motorsports Association have expressed the desire for the development of an architecture that draws public interest to motor sports in Sudbury, while at the same time remaining sensitive to the budget limitations. The schematic design depicted below attempts to balance the need for a functional and efficient layout while attempting to introduce opportunities to create a meaningful architectural vocabulary that is appropriate for this situation.

Our architectural objective for this project is to incorporate characteristic geometry of the sport, while softening the edges of otherwise rectangular and functional buildings, and to provide an energized feel. The buildings can be crafted using a modern palette of materials allowing for a bold colour palette, as is commonly associated with racing events.



The following images are excerpts from a 3 dimensional computer model and animation that was created for this project. The movie file for this animation is included with this report for viewing purposes.



## Sudbury District Motorsports Association Master Plan

### Overview of the Master Plan (Looking North)



### View of the Main Gate (Looking North)



### View of the Drag Strip (Looking South West)



## Sudbury District Motorsports Association Master Plan

**View of the Stock Car and Mud Bog Oval (Looking East)**



**View of the Motocross Track (Looking West)**



**View of the Formula One Racetrack (Looking West)**





**View of the Campground (Looking South East)**



## Capital Cost Analysis

---

The Cost Estimate is intended to provide SDMA with a realistic assessment of the total project costs associated with the proposed Master Plan.

From the documentation and information available, gross areas of all the major building elements and quantities for elements of site work were measured where possible, and priced according to gross building cost rates considered to be competitive for a Stipulated Sum project of this type in the Sudbury area, on the effective date of this report.

The Total Construction Cost including buildings and site for this project is approximately \$17.4 million

**Please note that this estimate is for Construction Costs only, and does not include ancillary costs such as furniture and fixtures or Design Fees. A general list of ancillary costs are described at the bottom of the detailed estimate that follows.**

A Class C Capital Cost Estimate is attached herein for further reference.

The Master Plan Capital Cost Estimate is intended to provide SDMA with a realistic vision of the total project costs associated with the Motorsports Park Development Project.

## Sudbury District Motorsports Association Master Plan

## ELEMENTAL COST ANALYSIS, 'CLASS C'

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Project: Sudbury District Motorsports Association Master Plan  
 Location: Sudbury, Ontario  
 Stage: Preliminary

Date: 06-Oct-11  
 File Ref: 1017  
 Gross Area: 110 acres

Element	Area (Sq. Ft.)	Element Subtotal	Amount Total	%
<b>A BASE COSTS</b>			<b>5,747,500</b>	<b>33.00</b>
<b>A1 Civil</b>			5,747,500	
A11 Access Road		1,100,000		
A12 Site Clearing		250,000		
A13 Site Grading		2,500,000		
A14 Watermain		535,000		
A15 Sanitary		375,000		
A16 O/H Power & Communication		325,000		
A17 Fencing		565,000		
A18 Fuel Tank & Pump & Waste Oil Tank		85,000		
A19 Wash Off Area		12,500		
<b>B PARKING LOT</b>			<b>1,380,000</b>	<b>7.92</b>
<b>B1 Civil</b>			1,380,000	
B11 Pavement		300,000		
B12 Gravel		800,000		
B13 Grass		30,000		
B14 Lighting		225,000		
B15 Landscaping		20,000		
B16 Signage		5,000		
<b>C MAIN GATE</b>			<b>1,081,000</b>	<b>6.21</b>
<b>C1 Ticket Sales Building</b>	3,500		875,000	
C11 Sales Wickets	250			
C12 Washrooms	150			
C13 Administration Offices	2,000			
C14 Projecting Canopy	included			
C15 Service / Storage	500			
C16 Circulation	600			
<b>C2 Display Board / Drive In</b>			50,000	
C21 Digital Media Board		50,000		
C22 Drive In Screen		not included		
C23 Signage				
<b>C3 Civil</b>			156,000	
C31 Pavement		70,000		
C32 Building Services		25,000		
C33 Soft Landscaping		26,000		
C34 Lighting		25,000		
C35 Signage		10,000		
<b>D EVENTS AREA</b>			<b>80,500</b>	<b>0.46</b>
<b>D1 Event Stage</b>		not included	0	
<b>D2 Playground</b>			30,000	
D21 Playground Allowance		30,000		
<b>D2 Civil</b>			50,500	
D21 Soft Landscaping		45,500		
D22 Signage		5,000		
<b>E OVAL TRACK</b>			<b>1,075,000</b>	<b>6.17</b>
<b>E1 Civil</b>			1,075,000	
E11 Stock Car 1/4 Mile		750,000		
E12 Derby		55,000		
E13 Mud Bog		180,000		
E14 Lighting		60,000		
E15 Barriers		20,000		
E16 Signage		10,000		
<b>F GRANDSTAND</b>			<b>1,555,000</b>	<b>8.93</b>
<b>F1 Bleachers</b>			725,000	
F11 Seating for +/- 2500	30,000	500,000		
F12 Portable Bleachers		150,000		
F13 Control Booth / Press Box		75,000		
<b>F2 Concessions Building</b>	2,500		625,000	
F21 Concessions	1,200			
F22 Washrooms (22 fixtures required)	800			
F23 Service / Storage	500			
<b>F3 Civil</b>			205,000	
F31 Building Services		95,000		
F32 Hard Surfaces		100,000		

## Sudbury District Motorsports Association Master Plan

## ELEMENTAL COST ANALYSIS, 'CLASS C'

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F33	Signage		10,000		
<b>G</b>	<b>DRAG STRIP</b>			<b>2,750,000</b>	<b>15.79</b>
<b>G1</b>	<b>Timing Tower Building</b>			<b>400,000</b>	
	G11 Timing Booth	120	50,000		
	G12 Tower / Structure Allowance		100,000		
	G13 Storage Building	1,700	250,000		
<b>G2</b>	<b>Participant Shower Buildings</b>	860		<b>215,000</b>	
	G21 Female Washrooms & Showers	330			
	G22 Male Washrooms & Showers	330			
	G23 Service	200			
<b>G3</b>	<b>Civil</b>			<b>2,135,000</b>	
	G31 Track		1,000,000		
	G32 Hard Surfaces		680,000		
	G33 Soft Surfaces		80,000		
	G34 Building Services		120,000		
	G35 Fencing		70,000		
	G36 Lighting		185,000		
	G37 Signage		20,000		
<b>H</b>	<b>MOTOCROSS</b>			<b>730,000</b>	<b>4.19</b>
<b>H1</b>	<b>Civil</b>			<b>730,000</b>	
	H11 Track		630,000		
	H12 Soft Landscaping		50,000		
	H13 Lighting		45,000		
	H14 Signage		5,000		
<b>I</b>	<b>KART RACING</b>			<b>410,000</b>	<b>2.35</b>
<b>I1</b>	<b>Ticket Sales Building</b>		not included		
<b>I2</b>	<b>Civil</b>			<b>410,000</b>	
	A21 Track		325,000		
	A22 Soft Landscaping		10,000		
	A23 Fencing		25,000		
	A24 Lighting		45,000		
	A25 Signage		5,000		
<b>J</b>	<b>CAMPGROUND</b>			<b>565,000</b>	<b>3.24</b>
<b>J1</b>	<b>Registration Building</b>	450		<b>112,500</b>	
	J11 Reception	200			
	J12 Offices	200			
	J13 Washroom	50			
<b>J2</b>	<b>Shower Building</b>	450		<b>112,500</b>	
	J21 Female Washrooms & Showers	175			
	J22 Male Washrooms & Showers	175			
	J23 Service	100			
<b>J3</b>	<b>Civil</b>			<b>340,000</b>	
	J31 Hard Surfaces		150,000		
	J32 Dump Station		25,000		
	J33 Electrical Services		80,000		
	J34 Building Services		20,000		
	J35 Soft Landscaping		55,000		
	J36 Signage		10,000		
<b>NET CONSTRUCTION COST</b>				<b>15,374,000</b>	
<b>Z</b>	<b>ANCILARY</b>			<b>2,044,880</b>	<b>11.74</b>
<b>Z1</b>	<b>Design Fees</b>			<b>1,537,400</b>	
<b>Z2</b>	<b>Project Management</b>			<b>307,480</b>	
<b>Z3</b>	<b>Geotechnical</b>			<b>100,000</b>	
<b>Z4</b>	<b>Topographical Surveys</b>			<b>100,000</b>	
<b>TOTAL CONSTRUCTION ESTIMATE</b>				<b>17,418,880</b>	

Note: The above estimates are exclusive of the following:

Furniture & Fixtures  
 Equipment (Operational, Sound, etc...)  
 Escalation Beyond 2011  
 Development Charges & Levees  
 Environmental Assessment  
 Legal Fees  
 Taxes

## Operational Costs Related to Maintenance of Buildings

---

This section identifies at a high level (assumed and approximate) the anticipated Operational Costs related to the maintenance of the buildings located within the SDMA Motorsports Park. This is to be distinguished separately from costs associated with the operation of the sporting events, and the individual event areas.

### Definition of Operating Expenses

The operating expenses for this type of facility would include those items which are required to provide daily, monthly and annual services and maintenance necessary to continue to working environment for which the buildings has been designed and protect the operating systems and components for unusual wear and tear. Those items include but may not be limited to the following:

- building insurance
- janitorial expense and supply
- management fees
- professional fees
- utilities
- lawn, garden and landscaping surrounding the buildings
- security
- repair and maintenance

Note that repair and maintenance will include the day to day servicing of all systems and components such as lighting, doors and windows, minor plumbing and electrical issues, replacement of HVAC filters, pest control etc. What it does not include is the replacement of major items such as heating and air conditioning equipment, roof, interior finishing such as carpeting and other floor coverings, plumbing fixtures parking lot asphalt or major electrical components. Those items would typically be considered under a Capital Replacement Budget and should not impact on operational expense although prudently management would create a reserve fund for the medium to long term expense that will occur. As the building will be new at occupancy it is unlikely that any of the above mentioned capital items will require significant attention in the first 5 years and most not before 10 years.

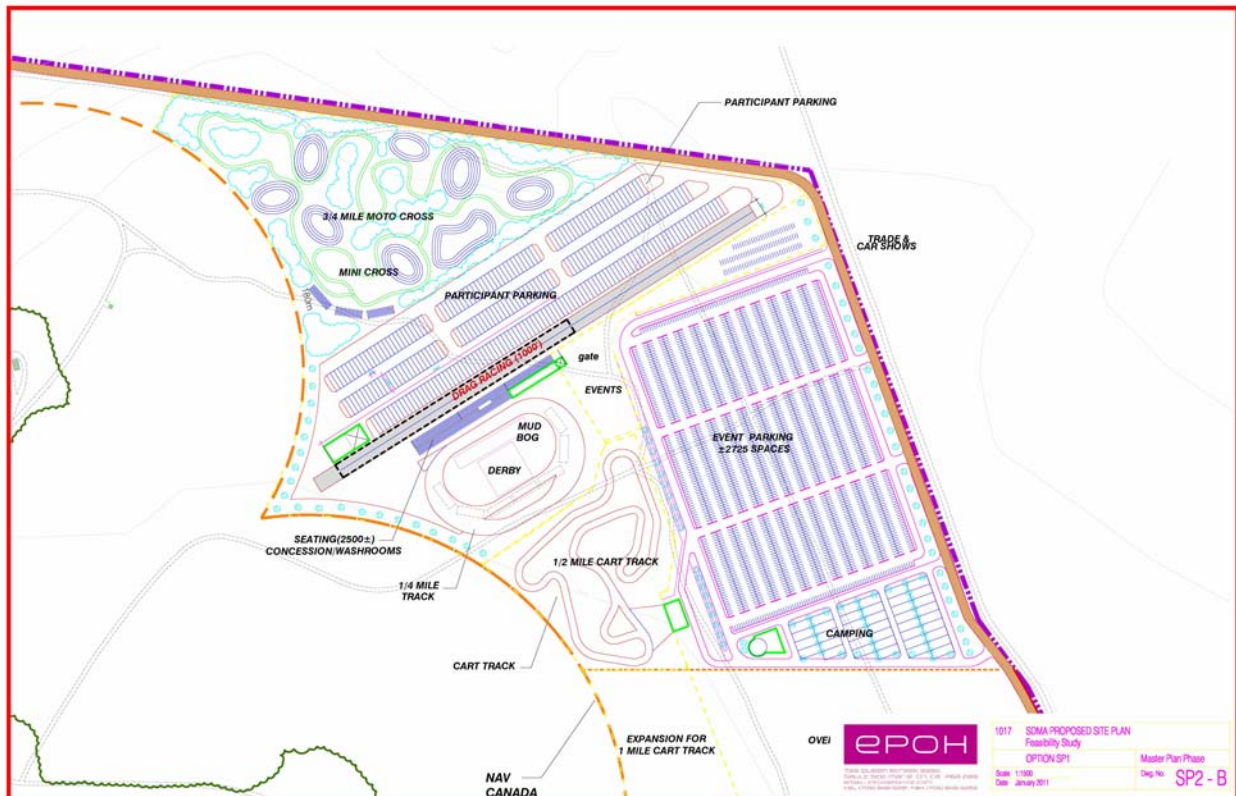
### Operational Costs Estimate

Based on current indicators and any other information available from other industry sources the estimate for annual operating expense for this type of building varies between \$10.00 and \$12.00 per square foot of gross building area.

## Appendix

The following appendix material consists of:

- Alternate Master Plan Layout: SP2-B:**  
 The preferred Master Plan evolved out of the development of a similar layout option with programmatic elements mirrored along the north-South axis, which was revised with the Project Steering Committee. This earlier alternative has been appended to this report.





## **Appendix B - Draft Natural Environment Inventory & Impact Assessment Report**

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# **Natural Environment Inventory & Impact Assessment Report**

## **Proposed Sudbury Motorsports Park Site**



**A Division of Tulloch Engineering Inc.**

**Prepared for:  
GENIVAR**

**Project 10748**

**September 2011**

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### Appendices

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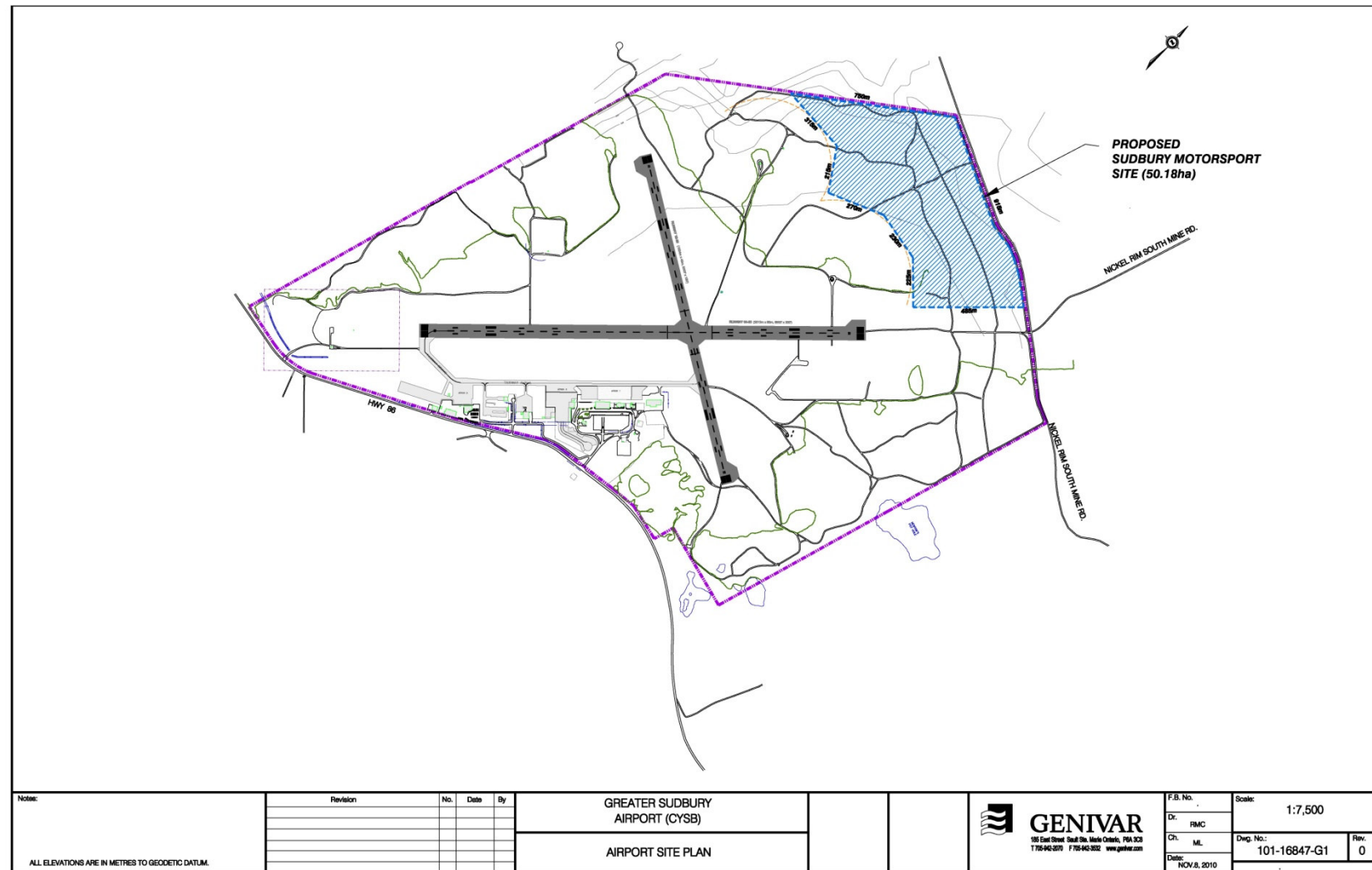
## **1.0 Introduction**

GENIVAR has retained Great Lakes Environmental Services (GLES), a division of Tulloch Engineering Inc., on behalf of the Sudbury District Motorsports Association (SDMA) to conduct a natural environment inventory and impact assessment report in support of a Feasibility Study for the proposed motorsports facility. The proposed development is scheduled to occur on a parcel of land adjacent to the Sudbury Airport in Sudbury, Ontario.

## **2.0 Description of the Study Area and Proposed Work**

The study area is located on a parcel of land directly northeast of the Sudbury Airport in Sudbury, Ontario. This parcel of land is 50.18 ha in size (Figure 1). Site mapping displaying the location of the study area and surrounding area is provided in Appendix II.

The proposed development for this site includes the construction of a mud bog, quarter mile track, three quarter mile motocross track, cart track, drag race track, camping grounds, seating area, concessions, washroom facilities and event and participant parking areas (Figure 2).



**Figure 1. Study area (parcel of land) directly northeast of the Sudbury Airport.**

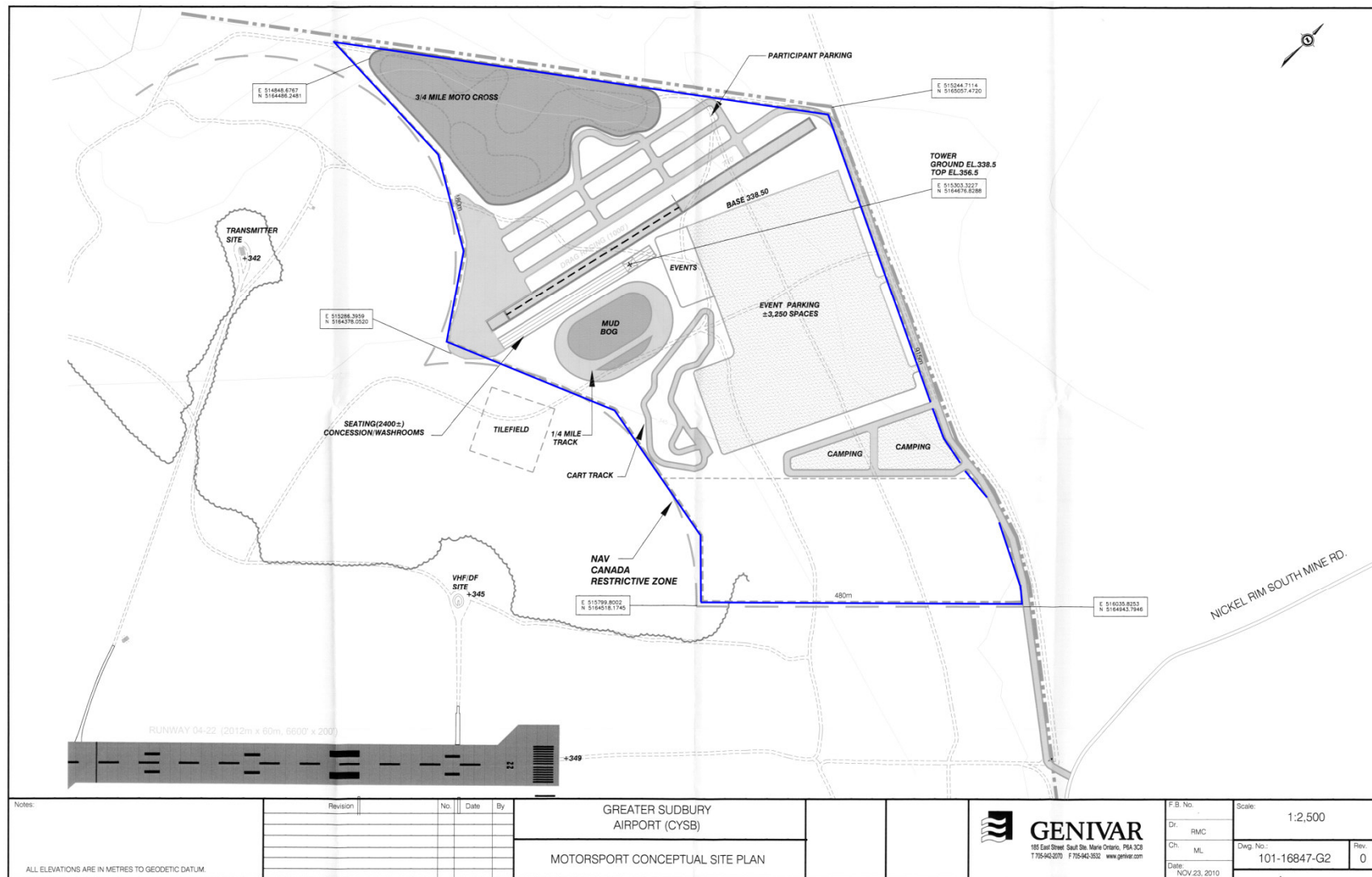


Figure 2. Proposed developments for study area.

## 3.0 Methodology

### 3.1 Background Information

Various regulatory agencies and other sources of information were contacted to obtain background information on the existing natural features in and surrounding the study area. A copy of all correspondence and information received is provided in Appendix I for reference.

A review of the Natural Heritage Information Centre (NHIC) database was conducted to delineate any significant natural heritage features as well as rare or sensitive species. Three records for Blanding's turtle (*Emydoidea blandingii*) were identified within two, 1 km squares directly adjacent to the study area (north and west) and within one, 1 km square which includes the study area (Figure 4, Appendix II).

The Ministry of Natural Resources (MNR) office in Sudbury was contacted to gather existing and available environmental values information on the property including any existing sensitivities and environmental constraints. The MNR stated that no species at risk (SAR) occurrences had been identified on or adjacent to the study area to date according to their records. They did, however, highlight several of the SAR listed in the Ontario Breeding Bird Atlas (OBBA) for the area, specifically whip-poor-will (*Caprimulgus vociferous*), bobolink (*Dolichonyx oryzivorus*), Canada warbler (*Wilsonia canadensis*) and common nighthawk (*Chordeiles minor*). The MNR also provided information on the requirements for SAR protection in accordance with the Endangered Species Act (ESA).

The Nickel District Conservation Authority (NDCA) was also contacted to obtain any existing and available environmental values they might have for the study area. The NDCA had no records of environmentally sensitive areas of concern within the study area. The NDCA also regulates the "Development, Interference with Wetlands & Alteration to Shorelines & Watercourses", under Ontario Regulation 156/06. Development cannot occur on proposed sites containing regulated areas, without the approval of NDCA. The NDCA had no records of regulated areas within the study area.

The OBBA was reviewed to identify local bird species likely to inhabit the area including any SAR. The following table outlines the listed species which are considered federal and/or provincial SAR and identifies which version of the Atlas these species were found in. Species are federally designated by the Committee on the Status of Endangered Wildlife in Canada (COSEWIC) under the Species at Risk Act (SARA) Schedule 1 list. Species are provincially designated under the Species at Risk in Ontario (SARO) list.

Species	Federal Listing	Provincial Listing	First Atlas Occurrence (1981-1985)	Second Atlas Occurrence (2001-2005)
Whip-poor-will	Threatened	Threatened	X	
Canada warbler	Threatened	Special Concern		X
Common nighthawk	Threatened	Special Concern	X	X
Bobolink		Threatened	X	X
Savannah sparrow	Special Concern		X	X
Rusty blackbird	Special Concern			X
Vesper sparrow	Endangered		X	X

### 3.2 Field Investigations

A site visit was conducted by GLES biologists on June 29, 2011 and July 5, 2011 to examine the study area (includes the area of proposed work for the parcel of land (the property) and a 120 m buffer). Access to the property was gained through the Sudbury Airport property with the assistance of Airport staff. Permission to access the Sudbury Airport property adjacent to the property (within the 120 m buffer area) was not obtained due to security and safety concerns. Permission to access the Xstrata property (located within the 120 m buffer area on the north and west side of the property) was obtained from Chad Pearson and Phil Bulman of Xstrata's Nickel Rim South Mine. The field investigations consisted of reconnaissance surveys of the study area to document existing conditions including details on the aquatic and terrestrial (flora and fauna) habitat observed and physical site characteristics. Potential environmental impacts of the proposed work were also noted. Site photographs were taken for reporting purposes and are provided in Appendix III for reference.

## 4.0 Physical Environment

### 4.1 Terrestrial Habitat

#### Vegetation

The majority of the study area is characterized by fairly open areas with patches of forested habitat (Photos 1-4, Appendix III), otherwise known as savannah. The patches of forested habitat within these areas were often dominated by red oak (*Quercus rubra*), but also consisted of mixedwood species such as jack pine (*Pinus banksiana*), white birch (*Betula papyrifera*), largetooth aspen (*Populus grandidentata*), trembling aspen (*Populus tremuloides*), red pine (*Pinus resinosa*), red maple (*Acer rubrum*), white pine (*Pinus strobus*), white spruce (*Picea glauca*) and black spruce (*Picea mariana*). Scattered tall/low shrubs present throughout the open areas included species such as willow (*Salix sp.*), aspen, birch, choke cherry (*Prunus virginiana*), pin cherry (*Prunus pensylvanica*), speckled alder (*Alnus incana*), northern wild raisin (*Viburnum cassinoides*), bush honeysuckle (*Diervilla lonicera*), fly honeysuckle (*Lonicera villosa*), sweet fern (*Comptonia peregrina*), blueberry (*Vaccinium sp.*), sheep laurel (*Kalmia angustifolia*), Labrador tea (*Ledum groenlandicum*) and spreading dogbane (*Apocynum androsaemifolium*). The herbaceous layer throughout both the forested and open areas included, fireweed (*Epilobium angustifolium*), wild sarsaparilla (*Aralia nudicaulis*), Canada mayflower (*Maianthemum canadense*), bunchberry (*Cornus canadensis*), black-fringed bindweed



(*Polygonum cilinode*), wintergreen (*Gaultheria procumbens*), large-leaved aster (*Aster macrophyllus*), yellow hawkweed (*Hieracium caespitosum*) and orange hawkweed (*Hieracium aurantiacum*). Some grass species were also observed along with bracken fern (*Pteridium aquilinum*), southern ground cedar (*Diphasiastrum digitatum*), common hair cap moss (*Polytrichum commune*) and lichens.

The central and southwest portion of the property (not including the 120 m buffer area) consisted of mainly hardwood forest, rather than the mixedwood forest found throughout (Photos 5 & 7, Appendix III). The canopy consisted of species such as white birch, yellow birch (*Betula alleghaniensis*), red pine, red oak, red maple, largetooth aspen and trembling aspen. These portions of the site also had a more developed, dense understory consisting of maple, alder, birch, oak and honeysuckle (Photos 6 & 8, Appendix III). Herbaceous vegetation throughout these areas included blue bead lily (*Clintonia borealis*), Canada mayflower, rose-twisted stalk (*Streptopus roseus*), false solomon's seal (*Maianthemum racemosum*), wild sarsaparilla and bracken fern.

The majority of the 120 m buffer area on the west side of the property consisted of similar habitat to that found throughout most of the study area (open areas with patches of forested habitat or mainly hardwood forest). There is one area, however, in the central portion of this buffer area that has saturated soils and can be described as a black spruce bog (Photo 9, Appendix III). This habitat was characterized by a fairly open canopy of scattered black spruce and white spruce and scattered shrubs consisting of speckled alder, sheep laurel and Labrador tea. The forest floor was dominated by sphagnum mosses and also contained cattails (*Typha sp.*), asters and wetland grasses and sedges. A small patch of jack pine was also noted in this buffer section which contained an understory of mountain ash (*Sorbus sp.*), Labrador tea, woodland horsetail (*Equisetum sylvaticum*) and sensitive fern (*Onoclea sensibilis*) (indicative of the saturated soil present throughout this area).

Patches of bare, sandy soil were noted in several areas throughout the study area (Photo 10, Appendix III).

The 120 m buffer area on the east side of the property was not investigated, as GLES did not have permission from the Sudbury Airport to access this area due to security and safety concerns. However, based on observations from adjacent areas, the area is open (no forest canopy) and consists of scattered low shrubs, herbs, grasses, mosses and lichens (Photo 11, Appendix III).

Historical disturbance is evident throughout the study area and has likely contributed to the current forest habitat. There was evidence of past cutting activity noted (Photo 12, Appendix III), as well as past forest fire activity throughout the majority of the study area (Photo 13, Appendix III). It was also noted that many of the oak and birch trees appeared to have stunted growth and/or dieback (Photo 14, Appendix III). Environmental stressors such as temperature, nutrients, moisture and metals are factors which may contribute to stunted growth and dieback.

## Wildlife

Bird species heard or observed throughout the study area included sandhill cranes (*Grus canadensis*) (flock), American robin (*Turdus migratorius*), American crow (*Corvus brachyrhynchos*), broad-winged hawk (*Buteo platypterus*), common raven (*Corvus corax*), hermit thrush (*Catharus guttatus*), ruffed grouse (*Bonasa umbellus*), dark-eyed junco (*Junco hyemalis*), white-throated sparrow (*Zonotrichia albicollis*), Nashville warbler (*Vermivora ruficapilla*), gull (*Larus sp.*), red-eyed vireo (*Vireo olivaceus*), whip-poor-will, chipping sparrow (*Spizella passerina*), song sparrow (*Melospiza melodia*), cedar waxwings (*Bombus cedrorum*) (flock), ovenbird (*Seiurus aurocapillus*) and chestnut-sided warbler (*Dendroica pensylvanica*).

Ruffed grouse activity was noted at several locations throughout the study area. In two areas, feathers were observed and wing beat depressions were noted in patches of bare, sandy soil (Photo 15, Appendix III). There were also several instances when individuals flew out of areas being investigated. In one instance, an individual appeared to be defending her young by distracting and flying at the observers (GLES biologists), while the young were observed moving quickly along the forest floor to safety.

The whip-poor-will was the only SAR identified as being potentially present in the area, which was confirmed within the study area during field investigations (Photos 16-18, Appendix III). Whip-poor-will breeding habitat is dependent upon forest structure rather than composition (Wilson 1985). This species avoids both wide-open spaces and dense forests (Bushman & Therres 1988). Common habitat choices for the whip-poor-will include rock or sand barrens with scattered trees, savannahs, old burns or other disturbed sites in a state of early to mid-forest succession, or open conifer plantations (Mills 1987, Cink 2002). Accordingly, pine (barrens and plantations), oak (barrens and savannahs), and aspen and birch (early to mid-succession) are common tree species associations. Males establish territories at the beginning of the nesting season, generally ranging from 3 to 11 ha and averaging about 5 ha. There is some evidence for site fidelity (Cink 2002). Whip-poor-will lay their eggs directly on leaf litter. Clutches are laid between late May and early July in Ontario (Peck & James 1983). During the afternoon hours of June 29, 2011, GLES biologists sighted a whip-poor-will while conducting field investigations in an area of habitat consistent with the majority of study area. The sighting took place roughly 30-40 m south of the property boundary where the proposed work is scheduled to occur (within the 120 m buffer) (Figure 3, Appendix II). The habitat in this area consisted of a fairly open area with limited ground cover and patches of forested habitat (dominated by oak) (Photos 19, Appendix III). This habitat could be described as an oak savannah. Upon walking through one of the forested habitat patches (Photo 20, Appendix III), GLES biologists observed a single whip-poor-will fly up from the ground, hang in the air for a few moments (acting disoriented) and land on a tree branch. When GLES biologists approached the individual, it would fly out of the forested area, only to return to perch on a tree branch in this same location several minutes later. This behaviour may suggest the presence of a nest at this location, however, the presence of a nest was not confirmed. Photographic and video evidence was taken to document the sighting and the occurrence was confirmed by three GLES biologists. While this sighting was only within the 120 m buffer area, an unconfirmed sighting of a whip-poor-will was noted within the east section of the property boundaries (Figure 3, Appendix II). The unconfirmed sighting occurred in an area of habitat consistent with the majority of study area which consisted of a fairly open area

with limited ground cover and patches of forested habitat, otherwise known as savannah. During field investigations of the forested habitat in this area, a bird flew up from the ground and hung in the air for a few moments (acting disoriented) and proceeded to fly out of the area. While a ruffed grouse will exhibit similar behaviour, it will typically directly exit the location if startled. The unidentified bird appeared to fly up and hang within the air for a few moments before flying out of this area (similar to the behaviour exhibited by the whip-poor-will). Due to the consistency of habitat throughout the property and within the area the sighting occurred, the fact that there is a possible sighting within the property and that the average range of whip-poor-will habitat is 5 ha (Cink 2002), there is a good possibility whip-poor-will nest within or utilize habitat within the property boundaries and in the area of proposed work.

Several other avian SAR were identified as being potentially present in the area, however none of these species were confirmed within the study area during field investigations. The Canada warbler can be found in mixed, deciduous and coniferous forest stands with well-developed shrub layers (Conway 1999). The common nighthawk nests in open areas with little ground cover including recently logged areas, forest clearings, pastures, open forests and airports. They forage for insects at night and have been known to nest in close proximity to outdoor lights which attract insects (COSEWIC 2007; Peck & James 1983; Poulin et al. 1996; Gross 1940). The bobolink is known to occur in various grassland habitats including abandoned fields, old meadows, grasslands with scattered trees and open landscapes such as savannahs (COSEWIC 2010; Alsop III 2002). The savannah sparrow (*Passerculus sandwichensis*) is found in open forest habitats and open landscapes such as grasslands and savannahs (Alsop III 2002). The rusty blackbird (*Euphagus carolinus*) prefers the riparian habitats of lakes, rivers and streams, wetlands, flooded forests, beaver ponds and alder/willow thickets (COSEWIC 2006). It has also been found in open forest habitats (Alsop III 2002). The vesper sparrow (*Pooecetes gramineus*) is found in grasslands with scattered trees, areas of scrub vegetation and open landscapes such as grasslands and savannahs (Alsop III 2002). Suitable habitat for most of these species (not as likely for rusty blackbird) may be present on the property.

Many cicada (*Magicicada spp.*) were heard and observed throughout the study area (Photo 21, Appendix III).

White-tailed deer (*Odocoileus virginianus*) tracks were noted in several locations throughout the study area (mainly along roadways). Evidence of moose (*Alces alces*) was more prevalent throughout the entire study area in all habitat types. Observed moose evidence included scat, browse and tracks. Moose cow and calf tracks (Photo 22, Appendix III) were observed in an open, sandy area in the southwest corner of the property boundary. Canine tracks (likely that of a coyote or wolf) (Photo 23, Appendix III) and scat were noted along some of the roadways within the study area. An unfinished den (likely that of a canine species) was observed in the side of a sand berm within the central portion of the property (Photo 24, Appendix III). Porcupine (*Erethizon dorsatum*) scat was noted in two of the forested areas within the study area. Black bear (*Ursus americanus*) were noted in the area according to local correspondence (Xstrata employees) and a single individual was sighted near the site of Xstrata's Nickel Rim South Mine, northwest of the study area. Black bear scat was also observed along one of the roadways within the study area.

The Blanding's turtle was a SAR identified as being potentially present within the study area; however this species was also not confirmed within the study area during field investigations. Blanding's turtle occur in a variety of freshwater environments including lakes, permanent or temporary pools, slow-flowing streams, marshes and swamps and, in general, prefer shallow water with dense vegetation. Terrestrial corridors between wetlands are also important, as these turtles will travel over land more than 2.5 km to nest (COSEWIC 2005), and will nest up to 410 m from the nearest water source (Joyal et al. 2001). Site mapping (Appendix II) indicates that there are several wetlands within or just over 1 km from the study area that could provide potential habitat for this species. However, there was no suitable aquatic habitat noted for Blanding's turtle within the study area and there is no potential for Blanding's Turtle to use the study area as a corridor for movement between surrounding wetlands as the majority of the area is fenced in. As the study area is also not located within 400 m of the nearest source of water, nesting would not occur in this area.

#### **4.2 Aquatic Habitat**

No areas of aquatic habitat were noted within the study area. As conditions were dry at the time of field investigations, no drainage channels were noted within the study area. Drainage could be present throughout the property (most likely along roadways) seasonally or during high rainfall events.

#### **4.3 Land Use**

As mentioned in Section 4.1, there is evidence of historical disturbance throughout the study area including past cutting, forest fire and stunted growth and dieback of oak and white birch trees (due to environmental stressors).

Land use within the study area generally consisted of a series of roadways which are utilized by the Sudbury Airport for perimeter access (Photo 25, Appendix III). The Sudbury Airport (including associated buildings/structures, runways and critical approach paths) is located adjacent to the study area to the south and east. Xstrata property including mining operations and aggregate pits/quarries are present in the surrounding area to the north and west. Road and utility infrastructure was also present throughout the surrounding area.

## **5.0 Impacts, Environmental Constraints and Mitigation**

As there are several proposed developments for this property (outlined in Section 2.0), the following section outlines potential impacts that may result from development within the study area.

### Short Term Impacts

Short term impacts are those generally associated with construction operations including clearing and grading of vegetation and soils, operation of heavy equipment, stockpiling of materials etc. While these activities have the potential to negatively impact natural features, the implementation of appropriate mitigation measures can reduce their impact. Short term impacts are generally not permanent in nature.

### Long Term Impacts

Long term impacts are those expected to result in permanent alteration or removal of natural features or habitat within the existing environment, such as the removal of vegetation and infilling of fish habitat.

It is expected that this project will result in both short term and long term impacts, many of which may be reduced through the use of appropriate mitigation measures listed in the section below.

### ***Mitigation Recommendations***

The following general mitigation measures should be incorporated during the construction phase of the project:

- Hold a pre-construction meeting with all workers to outline the work plan and environmental constraints associated with working on the site. Hold briefings for new employees; and
- Keep idling equipment to a minimum.

## **5.1 Terrestrial Habitat**

### Vegetation

It is expected that a permanent loss of vegetation will result from the proposed development and construction of the property including all trees, shrubs and ground cover. In general, the vegetation observed during field investigations is common throughout the region and not unique to the project site. No regional or provincially rare plant species were noted. As such, the impacts to vegetation are not considered significant. Several mitigation measures can be employed to reduce negative impacts.

### ***Mitigation Recommendations***

The following general mitigation measures should be incorporated into the project design and during construction operations to limit impacts to vegetation:

- Maintain as much natural vegetation as possible during all aspects of construction and development;
- Harvest merchantable timber;
- Seed and re-vegetate all ditches and exposed soil as soon as practical; and

- Restorative planting should also be done wherever possible using seed mix and species common to Ontario as intended for erosion control and rehabilitation of disturbed areas.

### Wildlife

Impacts to mammals and birds include a permanent loss of feeding and nesting habitat with the removal of trees, shrubs and ground cover. While the whip-poor-will sighting only occurred within the 120 m buffer area, the property itself likely contains significant wildlife habitat for whip-poor-will. Development of the property could impact this SAR (addressed in Section 5.3). While all other avian SAR were not identified within the study area during field investigations, suitable habitat for most of these species (not as likely for rusty blackbird) may be present on the property. Development of the property could impact these SAR. Noise during construction may also result in a temporary disturbance to mammals and birds surrounding the project site. It is expected that most species will disperse into surrounding areas containing the same general habitat features. As there is no suitable aquatic habitat for Blanding's turtle and there is no potential for this species to migrate through or nest within the study area, there are no direct impacts expected for this species.

### ***Mitigation Recommendations***

The following general mitigation measures should be incorporated into the project design and during construction operations to limit impacts to wildlife:

- Clear only the vegetation necessary to fulfill project requirements and restrict access to areas outside of the property to minimize the loss of habitat as much as possible;
- Restorative planting should also be done wherever possible;
- Minimize construction noise by ensuring that all equipment is in good working order;
- Clearing during the migratory bird nesting season (May 5 to August 10) should be avoided. If clearing will occur during these times, a pre-clearing check should be undertaken by a qualified individual with experience in avian nesting habits for the presence of migratory bird nests or species, prior to tree removal. If a species protected under the *Endangered Species Act* (ESA) is identified during the pre-clearing check, the MNR will need to be contacted immediately (contact information provided below) for further instructions and to determine if a permit will need to be obtained to allow for the nest or species to be destroyed. If a species protected under the *Migratory Bird Conservation Act* (MBCA) is identified during the pre-clearing check, a permit will need to be obtained from the Canadian Wildlife Service (CWS) to allow for the nest to be destroyed. This is conditional upon the stage of the nesting birds. The MNR should also be consulted regarding the *Fish and Wildlife Conservation Act* (FWCA), if any species are found to be nesting within the project limits during the pre-clearing check; and
- If a Blanding's turtle is observed/found by any worker within the work area, the turtles should be removed from immediate danger (collision with construction equipment), if necessary, and the local MNR should be contacted immediately for further instructions and to report species occurrence:

**Ministry of Natural Resources  
Sudbury District Office  
Species at Risk Biologist/ Area Biologist  
Phone: 705-564-7823**

## **5.2 Aquatic Habitat**

No impacts are expected to occur as no aquatic habitat was noted within the property boundaries (two wet areas identified in 120 m buffer area, but will not be impacted by development).

Storm water runoff from disturbed areas may result in erosion during heavy rainfall events. Drainage channels could be present within the property seasonally or during heavy rainfall events.

### ***Mitigation Recommendations***

The following general mitigation measures should be incorporated into the project design and during construction operations to prevent impacts to potential drainage and to prevent erosion or site contamination:

- Work during dry periods, avoid working during wet days or high rainfall events to prevent erosion from occurring;
- Minimize vegetation removal wherever possible;
- Stabilize all areas of disturbed/exposed soil as soon as practical;
- Do not operate equipment outside of the specific work area outlined in the field with stakes, tape, etc. (remove stakes, tape, etc. when work is completed);
- Avoid changes in natural drainage patterns wherever possible, and ensure that drainage is not blocked;
- Maintain good housekeeping practices on the work site at all times to avoid off site contamination;
- Maintain a spill response kit on site during all work and ensure all site personnel are trained in its use;
- Perform all fuelling, greasing and oiling in a specific area with measures taken to avoid any spills around drainage areas;
- Ensure all equipment working on the site is free from any leaks or excess grease;
- Control dust on the construction site to prevent migration off site;
- Avoid the use of chemical dust suppressants and pesticides/herbicides near drainage areas;
- Incorporate general erosion and sediment control protection measures into the project until work has commenced; and
- Minimize erosion by slope flattening.

## **5.3 Significant Habitat of Threatened or Endangered Species**

Field investigations and background research revealed that the study area supports significant habitat of rare, threatened or endangered species. Field investigations undertaken by GLES confirmed a sighting of a whip-poor-will within the 120 m buffer area and a possible sighting within the proposed site boundaries. Suitable whip-poor-will habitat was found throughout the proposed site and the 120 m buffer area. The average range of the identified individual likely includes the property.

Whip-poor-will and their habitat are currently protected under the ESA. According to Section 9 (1) of the Act, no person shall kill, harm, harass, capture or take a living member of a species that is listed on the Species at Risk in Ontario List as an extirpated, endangered or threatened

species and no person shall possess, transport, collect, buy, sell, lease, trade or offer to buy, sell, lease or trade a living or dead member of a species that is listed on the Species at Risk in Ontario List as an extirpated, endangered or threatened species. According to Section 10 (1) of the Act, no person shall damage or destroy the habitat of a species that is listed on the Species at Risk in Ontario List as an extirpated, endangered or threatened species (OMNR 2010b). The development of the property (including the removal of vegetation, clearing, infilling, etc.) may have a significant and permanent negative impact on whip-poor-will, either through physical harm to the species or destruction of habitat.

#### *Mitigation Recommendations*

After consultation with the MNR (personal communication with Species at Risk Biologist, Nikki Boucher) the following mitigation measures are recommended.

The average range of habitat utilized by whip-poor-will is 5 ha (between 3 to 11ha) (Cink 2002). Due to this fact, the MNR requires further surveys to be completed within the study area, in order to establish the full range of habitat that is utilized by the identified whip-poor-will. This information is required in order to apply for an ESA permit which allows for the species and its habitat to be relocated or removed. The permit cannot apply to a single location or a general range, only an established range.

Targeted surveys are to be completed following the MNR's Draft Whip-poor-will Survey Protocol (2011a). These surveys were not completed during the 2011 nesting season, as work was not scheduled to occur during this same breeding season (this is one of the main stipulations of the Draft Protocol). Surveys can be completed as early as Spring 2012, provided development is scheduled to occur during this same breeding season or in the following winter.

If the surveys are completed and whip-poor-will are not heard, the MNR would assume that the identified individual has not returned to the area and is no longer utilizing the site as habitat. In this case, an ESA permit would not be necessary and no further mitigation would be required. Development could occur once the MNR had reviewed and approved of the findings of the survey.

If the surveys are completed and whip-poor-will are heard again, the species' range would be established based on survey results and an ESA permit could be applied for and obtained in order for development to occur in this direct area. The conditions of the ESA permit would be negotiated between the client and MNR during the application process.



## 6.0 Policies and Regulations

### 6.1 *Endangered Species Act (ESA)*

Under the ESA (2007), endangered, threatened and extirpated species and their habitat, receive legal protection. Permits can be granted to work in the area of SAR and directly affect them under the following circumstances according to Section 17 of the ESA:

- a) The activity is necessary for human health and safety;
- b) The purpose of the activity is to help protect or recover the species at risk;
- c) The activity will result in an overall benefit to the species; or
- d) The activity will result in significant social or economic benefit to Ontario.

Background information revealed that whip-poor-will and bobolink (protected as a threatened species under the ESA) were potentially present within the study area. The bobolink was not observed during field investigations although suitable habitat may be present for this species within the property. A whip-poor-will was sighted within the 120m buffer area and is believed to utilize habitat within the property. According to the MNR (N. Boucher (personal communication 2011)), if targeted surveys (outlined in Section 5.3) revealed the presence of whip-poor-will within the property boundaries, an ESA permit would need to be obtained under Section 17 c) in order for development to occur in this direct area.

Although background information revealed that Blanding's turtle (protected as a threatened species under the ESA) were potentially present within and surrounding the study area, the species was not observed during field investigations and there is no potential for it to migrate through or nest within the study area.

The ESA could apply to this project.

### 6.2 *Nickel District Conservation Authority (NDCA)*

The NDCA regulates work in environmentally sensitive areas such as waterways and wetlands and regulates development on steep slopes adjacent to waterways/wetlands and within floodplains. The NDCA administers the Ontario Regulation 156/06 Development, Interference with Wetlands and Alterations to Shorelines and Watercourses according to Section 28 of the *Conservation Authorities Act*. Under this regulation, a permit application must be completed prior to undertaking construction activity in an area regulated by the NDCA.

As there were no floodplains, steep slopes adjacent to waterways/wetlands or aquatic habitat (waterways, wetlands) within the study area, the NDCA had no concerns for the project. The Ontario Regulation 156/06 will not apply to this project.

### **6.3 Provincial Policy Statement (PPS)**

The PPS (2005) is issued under the authority of Section 3 of the *Planning Act*. Policy 2.1 of the PPS deals with natural heritage features such as:

- Significant wetlands;
- Fish habitat;
- Significant portions of habitat of endangered and threatened species;
- Significant wildlife habitat; and
- Significant areas of natural and scientific interest, which are important for their environmental and social values as a legacy of the natural landscapes of an area (PPS definition).

A whip-poor-will (considered provincially threatened) was sighted within the 120m buffer area however, several factors suggest that it likely utilizes habitat within the property. If the required targeted surveys (outlined in Section 5.3) reveal the presence of whip-poor-will within the property boundaries, the established habitat would fall under “significant portions of habitat of threatened species” in the PPS.

Background information revealed that Blanding’s turtle and bobolink (both considered provincially threatened) were potentially present within and surrounding the study area. If located within the property, the established habitat for these species would fall under “significant portions of habitat of threatened species” in the PPS. Neither species was observed during field investigations, although suitable habitat for bobolink may be present within the property. There is no suitable aquatic habitat for Blanding’s turtle and there is no potential for this species to migrate through or nest within the study area.

The habitat protection provisions for threatened and endangered species under the ESA and the PPS are very similar and are intended to work together (OMNR 2010a). Information provided by the MNR should address all regulations/policies that apply to the project. As the MNR has been contacted in regards to the confirmed whip-poor-will sighting, their further recommendations (outlined in Section 5.3) would address the requirements of both the ESA and PPS.

The Canada warbler and common nighthawk (considered special concern provincially) were identified as potentially present within the study area. If either species was located within the property, the established habitat would fall under “significant wildlife habitat” in the PPS. Neither species was observed during field investigations, although suitable habitat may be present for both within the property.

### **6.4 Fisheries Act**

The federal *Fisheries Act* provides legislation for the protection of fish habitat. Under the *Fisheries Act*, no one may carry out any work or undertaking that results in the harmful alteration, disruption or destruction of fish habitat (HADD), unless this HADD has been authorized by DFO. The Act also states that no one is permitted to deposit a deleterious (harmful) substance into water containing fish.

As there was no aquatic habitat (no fish habitat) identified within the study area, the *Fisheries Act* does not apply to this project.

## 7.0 Summary and Closure

This report provides a description of existing environmental features of the study area as observed at the time of the field investigation.

The Ministry of Natural Resources (MNR), Natural Heritage Information Centre (NHIC), Nickel District Conservation Authority (NDCA) and the Ontario Breeding Bird Atlas (OBBA) were contacted to obtain background information on the existing natural features in and surrounding the study area.

The NHIC search indicated that Blanding's turtle were potentially present on and surrounding the study area. Blanding's turtle were not identified within the study area during field investigations. As there is no suitable aquatic habitat for Blanding's turtle and there is no potential for this species to migrate through or nest within the study area, there are no direct impacts expected for this species. General mitigation (outlined in Section 5.1) should be followed in order to prevent impacts to Blanding's turtle, if identified during construction activities.

The Ministry of Natural Resources indicated that no SAR occurrences had been identified on or adjacent to the study area however, they highlighted several OBBA listed species in and around the study area. The OBBA listed the whip-poor-will, Canada warbler, common nighthawk, bobolink, savannah sparrow, rusty blackbird and vesper sparrow as potentially present SAR occurring in the area. None of these listed species (except whip-poor-will) were identified during field investigations however, suitable habitat for most (not as likely for rusty blackbird) may be present on the property. General mitigation (outlined in Section 5.1) should be followed in order to prevent impacts to these listed species, if identified prior to construction activities.

A whip-poor-will was sighted within the 120m buffer area however, several factors suggest that it likely utilizes habitat within the property as well. As a result, the MNR requires further surveys to be completed within the study area, to establish the full range of habitat that is utilized by the identified whip-poor-will. Targeted surveys can be completed as early as Spring 2012 (following the MNR's Draft Whip-poor-will Survey Protocol (2011a)), provided development is scheduled to occur during this same breeding season or in the following winter. Development could occur and no further mitigation would be required if targeted surveys did not reveal the presence of whip-poor-will. If targeted surveys revealed the presence of whip-poor-will within the property boundary however, an ESA permit would need to be applied for and obtained in order for development to occur in this direct area. Further recommendations address the requirements of both the ESA and PPS.

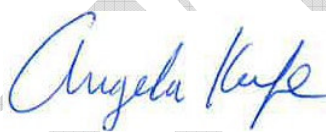
It is expected that this project will result in both short term and long term impacts. The measures outlined in this report should be incorporated into the contract documents and followed prior to and during the construction phase. No development should occur on the proposed site prior to the completion and approval of the additional surveys for whip-poor-will (outlined above), as well as the application for an ESA permit, if required. Any clearing of habitat at this time would be considered a contravention of the ESA.

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## Appendix I: Correspondence

## MNR Correspondence

### *Letter of Request*

June 23, 2011

Keith Scott  
Ministry of Natural Resources  
3767 Hwy. 69 South, Suite 5  
Sudbury, ON P3G 1E7



Dear Mr. Scott,

**Re: Environmental Background Study  
Motorsport Park Genivar**

Great Lakes Environmental Services (GLES) has been retained by Genivar to obtain background information for a 50 acre parcel of land that is located directly north of the Sudbury airport. The proposed work will include the development of a motorsports park on the parcel of land. I have included mapping information showing the location of the site.

We would like to request information on any of the following values that may be present on or within 120m of the site:

- Significant wetlands,
- Significant portions of the habitat of any endangered or threatened species,
- Fish habitat,
- Significant wildlife habitat and,
- Significant areas of natural and scientific interest.

In addition to visiting the site, GLES is conducting a review of any available background information on the site. We are issuing this letter as a request for any information that MNR may have available from either local knowledge or from values mapping in and around the subject site to help determine whether any of the above values are adjacent or on the site.

GLES has reviewed the Natural Heritage Information Centre (NHIC) website to screen the site for any significant values which may be listed under the NHIC. A restricted classified species (EO-ID 180752, Blanding's Turtle) was identified in three locations in the direct vicinity of the subject property. We would like to request additional information on these values and their potential for existing within the limits of our study area, including the identity of the restricted classified species and potential sensitivity to development.

In addition, the Ontario Breeding Bird Atlas' online summary has been reviewed for the identification of migratory bird species that may use the area on a regular basis. Several of the listed species are considered endangered, threatened or species of special concern according to SARA under Schedule 1, including the Vesper Sparrow, Common Nighthawk, Canada Warbler, Savannah Sparrow and Rusty Blackbird. The Common Nighthawk, Canada Warbler and Bobolink are provincially considered threatened or species of special concern under the endangered species act. We would like to request additional information on these species and their potential for existing within the limits of our study area, including any specific protection that is assigned to them.

If you have any questions please do not hesitate to contact the undersigned at (705) 522-6303.

Thank you for your time and assistance.

Yours truly,

Allison Holla  
Engineering Student  
Great Lakes Environmental Services,  
A Division of Tulloch Engineering Inc.



## *Email Set 1*

---

**From:** "Scott, Keith (MNR)" <keith.scott@ontario.ca>  
**Sent:** Monday, June 27, 2011 2:44pm  
**To:** allison.holla@gles.ca  
**Subject:** RE: Request for Background Information

Thanks Allison

The area seems to have low potential for SAR and other fish and wildlife populations.

I will do some checking and get back to you shortly.

Thanks

Keith Scott  
Fish and Wildlife Technical Specialist  
Sudbury District

---

**From:** "Scott, Keith (MNR)" <keith.scott@ontario.ca>  
**Sent:** Tuesday, July 5, 2011 10:23am  
**To:** allison.holla@gles.ca  
**Subject:** FW: Request for Background Information

Allison

Please find the following comments concerning your request.

Keith

---

**From:** Scott, Keith (MNR)  
**Sent:** June 27, 2011 2:43 PM  
**To:** Cobb, Eric (MNR)  
**Cc:** Litchfield, Beth (MNR)  
**Subject:** FW: Request for Background Information

Eric

Tulloch is requesting information on the following area near the Sudbury Airport. On January 12, 2010 an NOHFC Line Ministry Review was completed and the following comment documented:

The ministry is not aware of any issues. However, if in the future, any identified SAR are identified in the area, the proponent may require permits from the MNR. To date no SAR have been found and the area is considered to have low potential for any of the currently designated species.

Any other comments Eric?

Let me know and I will get back to Allison.

Thanks

Keith

---

**From:** Boucher, Nikki (MNR)  
**Sent:** July 5, 2011 9:30 AM  
**To:** Scott, Keith (MNR)  
**Subject:** RE: Request for Background Information

Hi Keith,

We don't have any SARoccurrences in or directly adjacent to the project area to date.

However, the Ontario Breeding Bird Atlases (OBBA) list Whip-poor-will and Bobolink (both "threatened" under the ESA) as occurring in the area.

2 species of "special concern" are also listed by the OBBA as occurring in the area: Common Nighthawk and Canada Warbler.

Cheers!

*Nikki Boucher*

A/ SAR Biologist  
Ministry of Natural Resources  
Sudbury District  
Hwy 69 S., Ste. 5  
Sudbury, ON P3G 1E7  
Phn: (705) 564-7863

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## Email Set 2

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**From:** "Boucher, Nikki (MNR)" <nikki.boucher@ontario.ca>  
**Sent:** Thu, Jul 7, 2011 at 8:19 am  
**To:** emily.wyszynski@gles.ca  
**Subject:** MNR Draft Whip-poor-will Survey Protocol - updated Jan. 27, 2011

Good Morning Emily,

Please find below relevant excerpts from the "Draft Whip-poor-will Survey Protocol" MNR has been working on for MTO.

Please be aware that this is only a draft document and it is thus subject to change at any time.

I will be in touch with you shortly regarding direction on surveying on back-to-back days.

Sincerely,

*Nikki Boucher*

A/ SAR Biologist

Ministry of Natural Resources, Sudbury District

---

**From:** "Boucher, Nikki (MNR)" <nikki.boucher@ontario.ca>  
**Sent:** Thu, Jul 7, 2011 at 9:28 am  
**To:** emily.wyszynski@gles.ca  
**Subject:** Direction re: back-to-back Whip-poor-will Surveys

Hello again Emily,

I sought direction with regards to completing back-to-back Whip-poor-will surveys, and we agreed that there is definitely value in it. Presence of the bird(s) has already been established with your observations, so the next step would be to try to determine their territories and areas of habitat use. Doing the 2 surveys on July 8<sup>th</sup> and 9<sup>th</sup>, although not completely ideal, will hopefully yield results that will allow us to determine these areas of use. The one drawback to doing the surveys outside of the draft protocol requirements is that if no birds are heard the results will be deemed inconclusive.

I should mention that it is already looking like your client is going to need to apply for an ESA 17(2)(c) Overall Benefit Permit which will allow him to contravene the Endangered Species Act by demonstrating an overall benefit to the species (in this case, Whip-poor-will). Timelines for these permits can take 6 months and longer to obtain. I understand there are some tight deadlines for this project, so I just wanted to make you and your client aware of this fact.

Should you require any further information or have any questions, please do not hesitate to contact me.

Kind Regards,

*Nikki Boucher*

A/ SAR Biologist

Ministry of Natural Resources, Sudbury District

---

**From:** "Boucher, Nikki (MNR)" <nikki.boucher@ontario.ca>  
**Sent:** Thu, Jul 7, 2011 at 1:10 pm  
**To:** emily.wyszynski@gles.ca  
**Subject:** Whip-poor-will Timing Restrictions

Hi Emily,

Our proposed timing restrictions with regards to Whip-poor-will are from May 1<sup>st</sup> to August 31<sup>st</sup>.

If you have any other questions, please feel free to give me a shout.

Sincerely,

*Nikki Boucher*

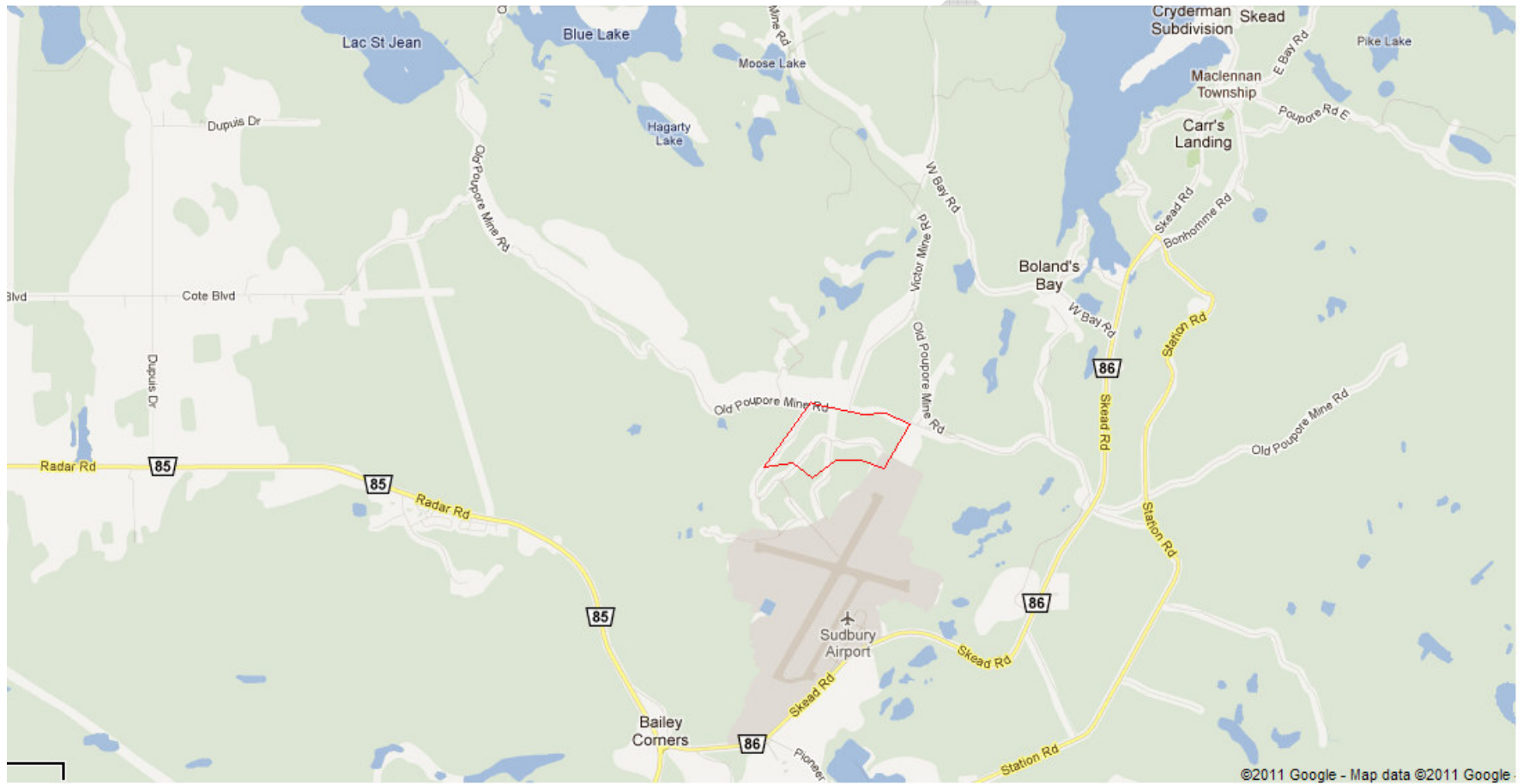
A/ SAR Biologist

Ministry of Natural Resources, Sudbury District

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## Appendix II: Site Mapping

*Figure 1: Google Maps Image with Study Area overlay*

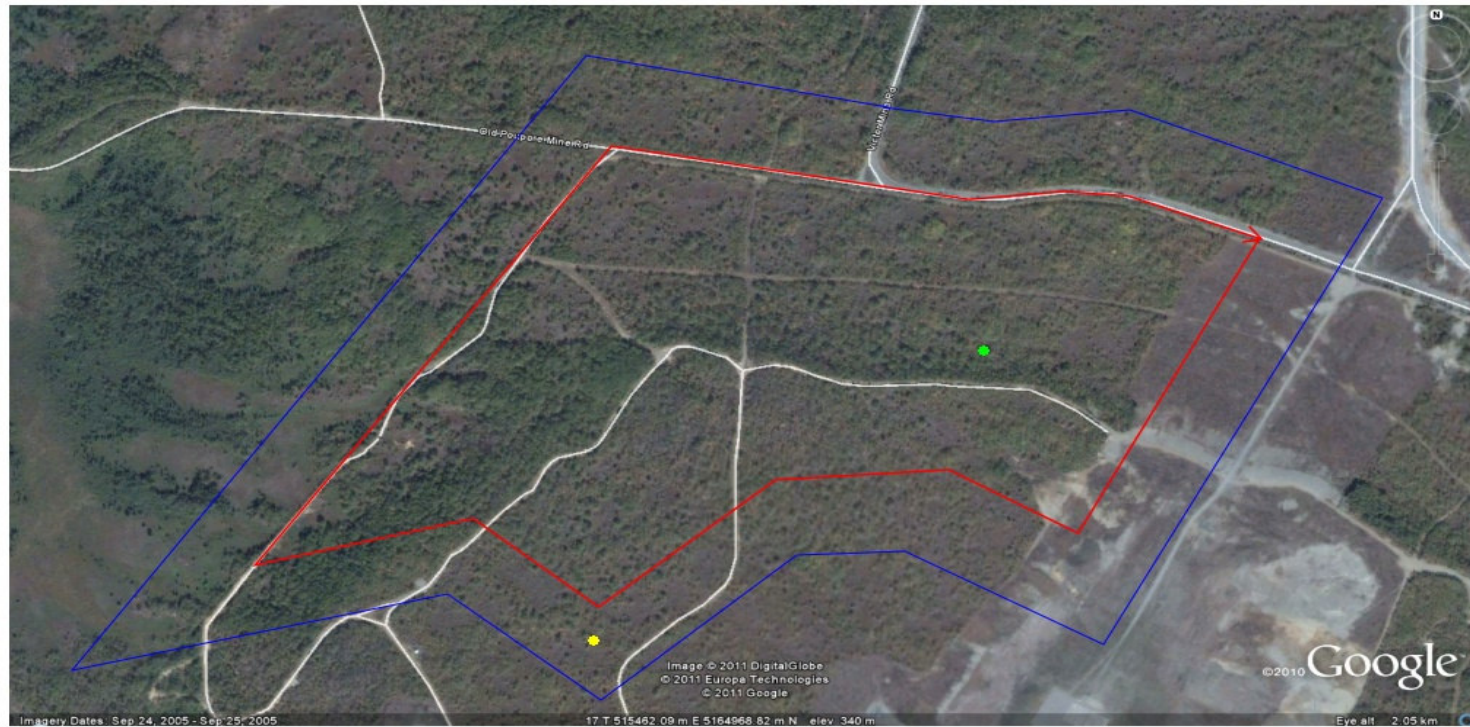




*Figure 2: Google Earth Image with Study Area overlay*



*Figure 3: Google Earth Image outlining Whip-poor-will Sightings*

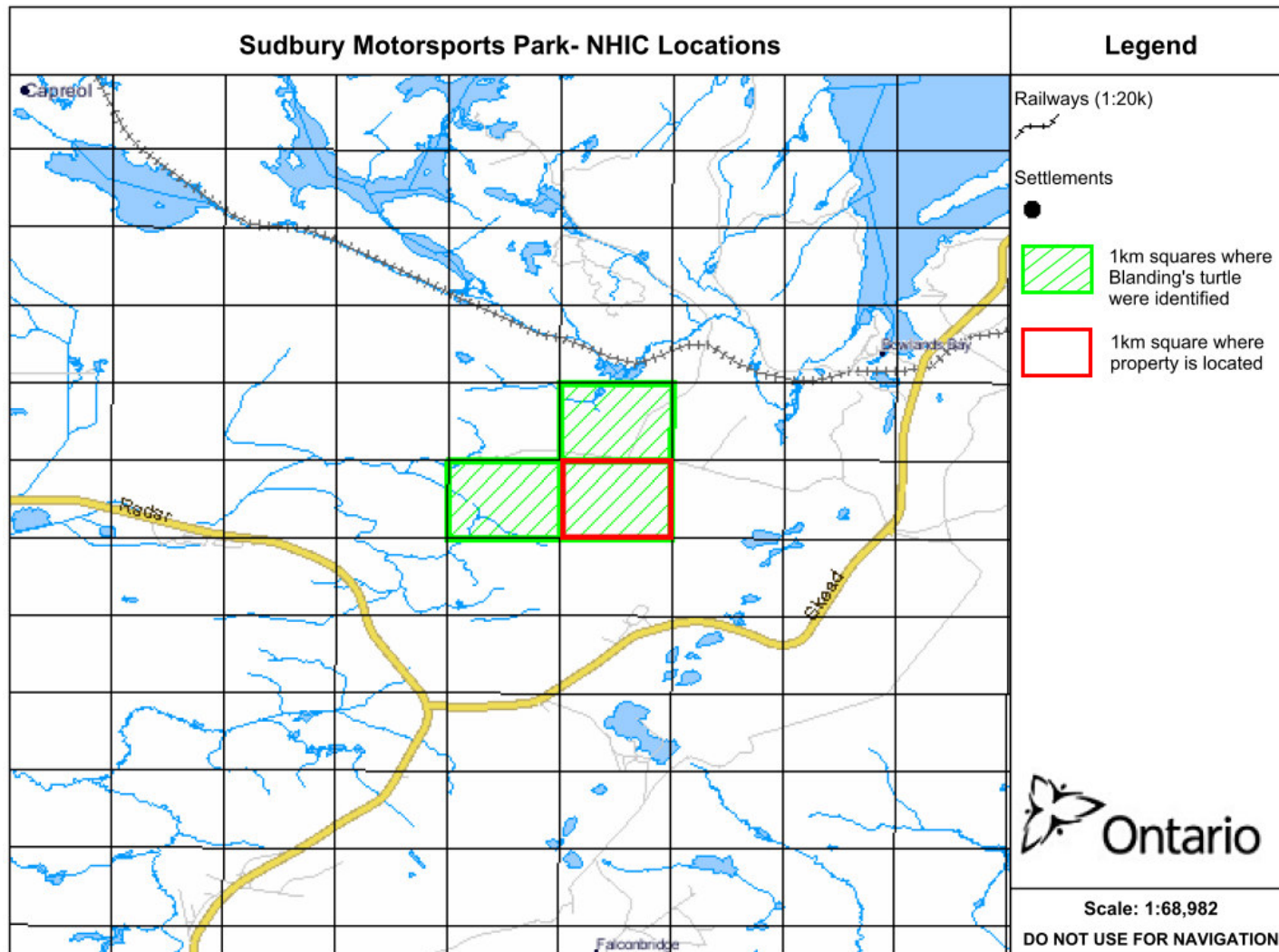


**LEGEND**

- Property Boundary
- 120m Buffer Boundary
- Confirmed Whip-poor-will Sighting
- Unconfirmed Whip-poor-will Sighting



Figure 4: Natural Heritage Information Centre (NHIC) Image



### Appendix III: Site Photographs



*Photo 1:* Majority of habitat throughout study area- fairly open areas with patches of forested habitat (savannah type)



*Photo 2:* Majority of habitat throughout study area- fairly open areas with patches of forested habitat (savannah type)





*Photo 3:* Majority of habitat throughout study area- fairly open areas with patches of forested habitat (oak savannah type)



*Photo 4:* Area of open habitat (typical throughout study area), looking east towards mainly hardwood forest habitat in southwest portion of the property (not including the 120m buffer area)





*Photo 5:* Mainly hardwood forest in southwest portion of the property (not including the 120m buffer area), looking west from roadway



*Photo 6:* Well-developed, dense understory within mainly hardwood forest in southwest portion of the property





*Photo 7:* Mainly hardwood forest along north and south side of roadway in central portion of the property (not including the 120m buffer area), looking west



*Photo 8:* Well-developed, dense understory within mainly hardwood forest in central portion of the property





*Photo 9:* Black spruce bog in the central portion of the 120m buffer area west of the property



*Photo 10:* Patch of bare, sandy soil; noted frequently throughout the study area





*Photo 11:* Open area on Sudbury Airport property in the 120m buffer area east of the property



*Photo 12:* Evidence of past cutting activity; noted in some areas throughout the property





*Photo 13:* Evidence of past forest fire activity; noted throughout the majority of the study area



*Photo 14:* Dead oak/birch trees; noted throughout the study area





*Photo 15:* Ruffed grouse activity; noted at several locations throughout the study area



*Photo 16:* Whip-poor-will; sighted roughly 30-40m south of the property boundary where the proposed work is scheduled to occur (within the 120m buffer)





*Photo 17:* Whip-poor-will; sighted roughly 30-40m south of the property boundary where the proposed work is scheduled to occur (within the 120m buffer)



*Photo 18:* Whip-poor-will; sighted roughly 30-40m south of the property boundary where the proposed work is scheduled to occur (within the 120m buffer)





*Photo 19:* Fairly open area with limited ground cover and patches of forested habitat (oak savannah); note location of habitat where whip-poor-will was sighted



*Photo 20:* Habitat where whip-poor-will was sighted; patch of forested habitat (dominated by oak) surrounded by fairly open area





*Photo 21:* Cicada; frequently observed throughout study area



*Photo 22:* Moose calf tracks; noted in an open, sandy area in the southwest corner of the property boundary





*Photo 23:* Canine track (likely that of a coyote or wolf); noted in several areas along the roadways within the study area



*Photo 24:* An unfinished den (likely that of a canine species), observed in the side of a sand berm within the central portion of the property





*Photo 25: Roadway utilized by Airport; several noted throughout the study area*

## Appendix C – Market Analysis

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Print

Send

Link/Embed



©2011 Map

### Legend

- 1 - Runway Park, Sault Ste. Marie, ON
- 2 - Laird Raceway, Laird, ON
- 3 - Barrie Speedway, Barrie, ON
- 4 - Elliot Lake Dragway, Elliot Lake, ON
- 5 - Timiskaming Rod and Custom Club, Earleton, ON
- 6 - Northern Thunder Dragway, Kirkland Lake, ON
- 7 - St. Thomas Dragway, Sparta, ON
- 8 - Grand Bend Motorplex, Grand Bend, ON
- 9 - Gimli Motorsports Park, Gimli, Manitoba
- 10 - Raceway Park, English Town, New Jersey, USA
- 11 - Summit Motorsports Park, Ohio, USA
- 12 - Mid-Michigan Raceway, Michigan, USA

Shannonville Motorplex					
<b>Available Tracks</b>			<b>Ammenities</b>		
SMP Long Track		4.03 km	On-site restaurant		
Pro Track		2.47 km	Fueling tanks		
Fabi Circuit		2.23 km	Technician for car checks		
Nelson Circuit		1.80 km	Racing school		
Go Kart Roadcourse		1.00 km	Offer racer rates from nearby Hotel		
Drag Strip		1/4 mile			
<b>Pricing</b>					
Pay per lap days		\$5 per lap	\$20 for 5		
<b>Track Pricing</b>			<b>Drag Strip Pricing (under 12 is free)</b>		
Weekdays	Price	HST	Total	50% Deposit	Balance
Nelson	\$2,600	\$338.00	\$2,938.00	\$1,469.00	\$1,469.00
Fabi	\$2,800	\$364.00	\$3,164.00	\$1,582.00	\$1,582.00
Long Track	\$4,100	\$533.00	\$4,633.00	\$2,316.50	\$2,316.50
Weekends	Price	HST	Total	50% Deposit	Balance
Nelson	\$3,700	\$481.00	\$4,181.00	\$2,090.50	\$2,090.50
Fabi	\$3,900	\$507.00	\$4,407.00	\$2,203.50	\$2,203.50
Long Track	\$5,600	\$728.00	\$6,328.00	\$3,164.00	\$3,164.00
Everyday	Price	HST	Total	50% Deposit	Balance
Skid Pad	\$600	\$78.00	\$678.00	\$339.00	\$339.00
Skid pad per hour	\$200	plus hst minimum 2 hour rental			
4th Floor	\$150	\$19.50	\$169.50	\$84.75	\$84.75
Marketing	\$50 Per Day Plus Gate Admission				
Evenings	Price Per Hour				
Long Track	\$650				
Fabi / Nelson	\$350				
Go Kart Track	\$150				
* 2 Hour Minimum					
* Street Legal Exhausts					
* Time includes until gate closing					
<b>Advertising Revenue</b>					
Trackside Signs		1 Year	2 Year	3 Year	
Infield 4'x 8'		\$350	\$600	\$700	
Pitwall 3'x 16'		\$350	\$600	\$700	
Drag Area 4'x 8'		\$325	\$550	\$650	
Billboard 8'x 50'		\$1,600	\$2,150	\$2,600	
<b>Administration Tower</b>					
30'x 80' plus 30'x 50' attached patio, highway visibility, flags \$ 4,250.00					
<b>Main Grandstand</b>					
340' long with 100' control Vip boxes, highway visibility, flags \$ 4,250.00					
<b>DRAG SERIES SPONSORSHIP &amp; SIGNAGE</b>					
		1 Year	2 Year	3 Year	
Signage: 4' x 8'		\$325	\$550	\$650	
Lane Boards: Signage on boards at the end of the two lanes, \$1,000.00 for both or \$500.00 each.					
Class Sponsorship - Drag Series - Sponsor \$1500.00 (Including one 4' x 8' sign for the season)					
Event Sponsor: \$1500 (Including one 4' x 8' sign for whole season)(Saturday night and Sunday race day)					
Includes:					
Temporary signage (board and banners)					
Radio pre-event					
Newspaper advertising					
Marketing rights at the track					
Public address system					
Possibility of flyer distribution					
20 VIP passes for guest and employess					
Name on trophies					

<b>Elliot Lake Dragway</b>								
<b>Only one weekend event</b>								
<b>Spectator Admission</b>			<b>Ammenities</b>			<b>Attractions</b>		
Adult Weekend		\$40	Camping grounds			Jet Car		
Adult Day		\$25	Beer tent			Concert		
Childrens Weekend		\$15	Free bus shuttle			Freestyle motorcross		
Childrens Day		\$10				Mayor challenge race		
VIP Adult Weekend		\$140						
VIP Adult Day		\$100						
VIP Children Weekend		\$75						
VIP Children Day		\$45						
<b>Driver Fees</b>								
		<b>Weekend</b>	<b>Saturday</b>	<b>Sunday</b>				
Super Pro		\$300	\$150	\$200				
Semi Pro		\$150	\$100	\$100				
Sled/Bike		\$125	\$75	\$75				
King of Street		\$100						
Junior Pro		\$50	\$25	\$25				
<b>Car Show</b>								
Enrety Fee		\$30						
<b>Vendor Fees</b>								
Sale of food		\$650						
Sale of snacks/non-food		\$500						

Barrie Speedway		
Admission Prices		
Adults		\$15
Seniors		\$13
Students		\$10
Children under 12	Free	
Pit Passes		
NASCAR Member		\$19
Non-Member		\$22
Driving School		\$495

<b>Mospark Speedway</b>						
<b>Admission Prices for Vairous Events</b>						
<b>Track options:</b>						
4km road course						
1/2 mile paved oval						
2.4km advanced driver and race driver training with 1/4 mile skid pad						
1.4-km kart track						
<b>Pricing:</b>						
	<b>Victoria Day Speedfest Wkd</b> (featuring World Challenge Series, Castrol Touring Car Series and the Trans Am Series)	<b>Vortex Brake Pads 200</b> (featuring the NASCAR Canadian Tire Series, Castrol Touring Car, F2000 and FF1600 Series)	<b>International Vintage Car Festival</b> International Vintage Car Festival (feature classes - Open Wheel, Historic & Vintage Production, Sports Racers and Group	<b>Parts Canada Superbike Doubleheader</b> (featuring Superbike, Sport Bike, Honda CBR125R Challenge & more)	<b>Dickies 200</b> (at Mosport Speedway, featuring the NASCAR Canadian Tire	<b>Mobil 1 presents The Grand Prix of Mosport</b> (featuring the American Le Mans Series)
<b>Date</b>	<b>May 21-23</b>	<b>June 11-13</b>	<b>June 18-21</b>	<b>July 9-11</b>	<b>21-Aug</b>	<b>Aug 26-29</b>
<b>Weekend Super Ticket (Advanced)</b>	\$50.00 by May 19	\$50.00 by June 9	\$30.00 by June 16	\$50.00 by July 7	One day ticket \$25.00 by Aug 18	\$65.00 by Aug 25
<b>Weekend Super Ticket (At Gate)</b>	60	60	35	60	One day ticket 30.00	80
<b>Sunday</b>	35	35	20	35	15 Youth (13-16)	50
<b>*Saturday</b>	30	30	20	30	see One Day	40
<b>*Friday</b>	15	15	15	15		20
<b>*Thursday</b>						15
<b>General Camping (Adv)</b>	35 by May 19	35 by June 9		35 by July 7		35 by Aug 25
<b>General Camping (at Gate)</b>	40	40		40		40
<b>R.V. Camping (Adv)</b>	55 by May 19	55 by June 9		55 by July 7		55 by Aug 25
<b>R.V. Camping</b>	65	65		65		65
<b>Grand Prix Club***</b>	100	100		100	80	200
<b>SpeedFest Corral</b>	100					
<b>Corvette Corral</b>						100
<b>Porsche Park</b>						100
<b>BMW Corral</b>						100
<b>Track Rental Pricing</b>						
Test Day	\$225 on or before:	\$275 on or before:	\$325 after:			
08-May-10	24-Apr	01-May	01-May			
26-Jun-10	12-Jun	19-Jun	19-Jun			
07-Aug-10	24-Jul	31-Jul	31-Jul			
04-Sep-10	21-Aug	28-Aug	28-Aug			
18-Sep-10	04-Sep	11-Sep	11-Sep			
02-Oct-10	18-Sep	25-Sep	25-Sep			
If all 6 days are paid before April 1st pay only \$1,100						

<b>Sudbury Kart Ways</b>					
<b>Kartsport League</b>					
<b>Fees</b>					
Annual licence fee		\$75			
Race Fees:		\$60			
Practice Fees:		\$20			
Racing league has races held every Tuesday night for 22 weeks.					
<b>Track:</b>					
335m Short track					
*625m Long track					
*allows speeds to a possible 80km/h					

Toronto Motorsports Park									
Race Cayuga									
Drag Strip Rental Pricing					Facilities and Services				
\$500 + \$50 for every car over 6					ATM machine on site				
					Camping available				
Traction compound						- No water or power hook-ups			
One Lane Prepped						- Can do RV fill up with no potable water			
60ft	\$100					- Pump outs only at major events			
300ft	\$250					- Washroom facilities			
500ft	\$400					- Small fires are allowed and firewood is sold on-site			
Full	\$800					- No glass bottles or alcohol outside campsite			
					Catering				
Two Lanes Prepped					Pit Stop Grill				
60ft	\$200				Disbated parking				
300ft	\$400				Special seating for disabled spectators				
500ft	\$600								
Full	\$1,200								
Safety personal required for vehicles over 13.99 or any 2 lane rental									
Ambulance required if any one vehicle is faster than 13.99									
Saftey man		\$150							
Ambulance		\$300							
Road Course Rental									
Track	Weekend or Holiday	Weekda y	Evening s						
3 km	\$4,600	\$3,100	*\$500/hr						
1.8 km	\$3,200	\$2,200	*\$300/hr						
1.2 km	\$2,900	\$2,000	*\$300/hr						
*Evening rates based on a minimum of 2 hours rental									
Merchandise and Display Areas									
Regular Weekends		\$100							
Major Events		\$200							
Armdrop Live Weekend		\$300							

Erie Ramblers Motorcross					
Events held during year					
21 events held through the year					
In motorcross series events approx. 75 riders through 7 classes					
In 2 hour motorcross races 38 riders in 3 classes					



<b>Valley Creek Motopark</b>			
<b>PRICING</b>	<b>FULL MEMBERSHIP</b>	<b>8 RIDE PASS</b>	<b>PUBLIC/DAILY</b>
Single Membership - Big Track	\$400.00	\$220.00	\$30.00
Family Membership - Big Track	\$700.00	\$440.00	N/A
(2 or more from the same family)			
Single Membership - Pee Wee Track	\$200.00	\$105.00	\$15.00
Family Membership - Pee Wee Track	\$350.00	\$210.00	N/A
(2 or more from the same family)			
<b>BENEFITS</b>	<b>FULL MEMBERSHIP</b>	<b>8 RIDE PASS</b>	<b>PUBLIC/DAILY</b>
Advanced Bookings	14 Days	7 Days	NO
First Right Of Refusal On Next Season	YES	NO	NO
Family Day BBQ	YES	NO	NO
Demo Day	YES	YES	Proceeds Towards Youth Centre
2 Guests Per Month At Public Rate	YES	NO	NO
51 Ride days held from May through October			

Burnt River Offroad Vehicle Facility				
13km of trails				
Offer rally course with stages events				
Open 7 days a week from 9am - 7pm				
Membership Rates				
Single			\$350	
Single (12-15)			\$300	
Single (under 12)			\$250	
Family rate (2 adults and 1 child)			\$550	
	\$175 for each additional member			
Daily Rates				
Single			\$31.50	
Single (12-15)			\$26.25	
Single (under 12) Big track			\$21	
Single (under 12) 50cc course			\$15.75	

<b>Englishtown Raceway Park</b>															
<b>Road Course</b>							<b>Motorcross/ATV Course</b>								
1.35 mile road course							1 mile course								
							Host multiple large events								
<b>Pricing</b>							Have local motorcross series								
<b>Raceway Park School</b>							Practices are held on Wednesdays								
8 hour			\$225 + \$25 if registered day of												
							<b>Karting</b>								
							<b>Sunday</b>						<b>Saturday</b>		
<b>Open Track Events</b>							Raceway Park Sunday						<b>Weeknights</b>		
							Rental Pricing			All Day			Raceway Park Saturday		
6 hours			\$125										Rental Pricing		
							8 HP Cadet (8-12 years old)			\$199.00			8 HP Cadet (8-12 years old)		
<b>Time Trial Events</b>			\$125				9 HP 4 Stroke Kart			\$199.00*			9 HP 4 Stroke Kart		
							28 HP Direct Drive ICA Kart			\$275.00*			28 HP Direct Drive ICA Kart		
<b>Dragstrip</b>							30 HP TaG Kart			\$350.00*			30 HP TaG Kart		
Offer many classes of races held Friday - Sunday							40 HP ICC Shifter Kart			\$400.00 *			40 HP ICC Shifter Kart		
Junior dragsters															
Corvette challenge										Half Day					
Top street motorcycle							After 2:00 PM Rentals			\$150.00			After 2:00 PM Rentals		
Test & tunes															
High school															
Modern muscle car															
Classic muscle car															
etc...															
<b>Supermoto</b>															
Practice Fees (on road course)															
Rider			\$75												
Spectator			\$15												
Racing Fees (on Kart track)															
Practice			\$30												
Racing			\$40												

## Appendix D - Infrastructure & Community Development Brochure

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# The Northern Ontario Heritage Fund's INFRASTRUCTURE AND COMMUNITY DEVELOPMENT PROGRAM

Are you looking to build infrastructure that could create jobs and attract economic development opportunities to your community? Could infrastructure upgrades boost your tourism potential? The Northern Ontario Heritage Fund Corporation (NOHFC) is proud to support investments in modern, reliable infrastructure and strategic development or expansion projects that help build thriving, prosperous communities in the North.

## How can we help your community grow?

The NOHFC's Infrastructure and Community Development Program helps northern communities make the necessary investments to improve critical infrastructure and develop effective partnerships that find effective ways to create jobs and improve economic prospects in the North.

### Who is Eligible?

- Eligible applicants may include partnerships and alliances comprising municipalities, private sector businesses and organizations, the federal government and other government-related agencies.
- Municipalities, First Nations, not-for-profit corporations and educational institutions may apply individually.

### What is Eligible?

- Essential and strategic community infrastructure necessary for job creation in the North.
- Eligible infrastructure projects include but are not limited to: industrial parks, winter road projects, waterfront development, community facilities for economic development purposes (e.g. call centres).
- Eligible community development projects include but are not limited to: identifying sectoral research projects, small capital projects, and development opportunities which contribute to overall NOHFC objectives and create direct jobs.
- Other projects considered necessary to further an economic goal or improve the quality of life in Northern Ontario may be reviewed on a case-by-case basis.

### Funding

- Assistance available from the NOHFC includes conditional contributions, forgivable performance loans, and repayable loans.
- For infrastructure projects, the amount of NOHFC assistance will generally not exceed the lesser of 50 per cent or \$1 million.
- For community development projects, the amount of NOHFC assistance will generally not exceed the lesser of 50 per cent or \$50,000.
- In exceptional circumstances, the board may consider projects exceeding the normal levels of assistance on a case-by-case basis.



# The Northern Ontario Heritage Fund's INFRASTRUCTURE AND COMMUNITY DEVELOPMENT PROGRAM

## Guidelines

- Applications require support by a municipal council resolution, a band council resolution, a local services board bylaw or other supporting document as appropriate. Applications will be assessed based on such factors as:
  - the significance of the project, number of jobs to be created, service being provided
  - financial capacity of the applicant
  - ability of the applicant to operate and maintain the completed project
  - public benefit
  - adherence to program guidelines
  - consistency with a community planning process such as business retention and expansion or the Investment Readiness Test.
- All buildings, facilities or land related to the project must be owned by the applicant or leased for a period exceeding the life of the capital improvement, or for a shorter period if approved by the NOHFC.
- Funding may be provided for buildings and other facilities, which can be considered part of the community economic development infrastructure. However, it should be noted that the thrust of this component is economic in nature and is intended to support job creation rather than social, cultural or recreational goals.
- Projects must provide new economic benefits. Projects which shift economic benefit from one part of the North to another will not be considered.
- NOHFC funding is not intended to replace other government programs. Where a project is considered the direct responsibility of a federal or provincial department, ministry or agency, funding will not be provided, except possibly as additional assistance once approval is given by the lead agency.
- Preference will be given to projects which demonstrate high levels of financial leverage and which provide opportunities for investment from other partners.
- All projects must have a solid, viable business plan which identifies technical, managerial and financial capacity.
- NOHFC investment must be necessary to make the project viable, and ongoing initiatives must demonstrate self-sustainability.

## What is Not Eligible

Certain projects and costs will generally not be considered eligible for funding under this program. These include:

- |   |                     |
|---|---------------------|
| ➤ Aesthetic improvements  | ➤ Arenas            |
| ➤ Administrative facilities   | ➤ Cultural centres  |
| ➤ Waste disposal  | ➤ Vehicle purchases |
| ➤ General feasibility studies                                       | ➤ Land acquisitions |
| ➤ Ongoing operating costs of organizations                          | ➤ Maintenance costs |
| ➤ Projects to serve individual businesses                           |                     |
| ➤ Airport runway improvements, lighting and navigational systems    |                     |
| ➤ Road projects, except for strategic economic development purposes |                     |

## Application Process

Application forms are available at [www.nohfc.com](http://www.nohfc.com) or may be obtained from ServiceOntario and Ministry of Northern Development, Mines and Forestry offices. Applications will be reviewed on a first come first serve basis. Program funding is limited. There is no guarantee that all applications meeting program criteria will be approved by the NOHFC.



## Appendix E – Celebrate Ontario Guide

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# Celebrate Ontario 2012

## Application Guide

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# BLOCKBUSTER

## Event Bid and Event Hosting

# CELEBRATE ONTARIO 2012 BLOCKBUSTER APPLICATION GUIDE

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## 1. BACKGROUND

In the 2008 Ontario Budget, the Government of Ontario announced the creation of the annual Festival and Event Attraction and Support Program (Celebrate Ontario) to support Ontario festivals and events that attract tourists to the province.

In September 2010, the Celebrate Ontario Blockbuster category was launched to encourage the attraction and hosting of one-time national and international events in Ontario. The program provides funding to help organizations bid for and/or host one-time Blockbuster events of a size and scope sufficient to draw visitors to Ontario's communities, and to profile Ontario's destinations nationally and globally.

## 2. OBJECTIVE

Through strategic project-based funding, Celebrate Ontario Blockbuster will assist municipalities, organizations and businesses to secure and host one-time Blockbuster events. The fund has two streams:

### 1. Blockbuster Event Bid

Support for applicants to bid on the rights to host one-time Blockbuster events.

### 2. Blockbuster Event Hosting

Support for programs, activities and services specific to the delivery of a one-time Blockbuster event being hosted in Ontario.

It is the Ministry of Tourism and Culture's expectation that these one-time Blockbuster events will stimulate increased tourist attendance and tourist spending in Ontario.

Each Blockbuster application will be assessed to determine its suitability to achieving the following expected results:

- Demonstrated increase in tourist visitation and tourist receipts in Ontario.
- Demonstrated increase in international profile for Ontario.
- Demonstrated economic impact and legacy development for Ontario.

## 3. DEFINITIONS

For the purposes of the Celebrate Ontario Blockbuster category, the Ministry of Tourism and Culture defines:

- A **Blockbuster event** as an event:
  - with a national or international reputation that attracts significant media exposure;
  - with sufficient national or international prominence to draw tourists to Ontario;
  - with an operating budget in excess of \$1 million; and
  - that does not recur annually in Ontario, but travels nationally or internationally to host destinations, or is a one-time event.
- A **tourist** as an individual (including an Ontario resident) who travels 40 kilometres or more or crosses the Ontario border to attend an event.
- **Hours of programming** at a festival or event as the number of concurrent hours of public programming that are open to the public at large.

## CELEBRATE ONTARIO 2012 BLOCKBUSTER APPLICATION GUIDE

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For a glossary of marketing terms, please refer to Section 5.5.4. — Marketing Plan — of this Application Guide.

### 4. ASSISTANCE

The maximum level of Celebrate Ontario Blockbuster funding support is as follows:

#### ▪ **Blockbuster Event Bid**

- There is no limit on the eligible amount to support a bid; however, requests will require a solid rationale related to bid requirements and event impact to support the requested funding.

#### ▪ **Blockbuster Event Hosting**

- Applicants are eligible to apply for up to a maximum of 20% of eligible costs as outlined in the Blockbuster event operating budget.

Please note that the following are not included in the determination of the size of the Blockbuster event operating budget:

- The value of in-kind contributions.
- Potential Celebrate Ontario Blockbuster funding.

In addition, the operating budget described must be for the Blockbuster event itself and not the operating budget of the applicant organization.

Funding priority will be given to Blockbuster events that demonstrate:

- A strong rationale for national and international drawing power.
- The event's history of success in attracting large numbers of tourists
- Strong organizational and leadership capacity, including a track record of producing successful Blockbuster events.
- Community support for the event, with particular emphasis on support from tourism and hospitality businesses.
- Strong economic impact.
- Strategies or activities that increase tourist visitation, spending and extended length of visitor stay.
- Legacy opportunities, including enhancement of existing infrastructure or new construction (e.g., sport venues or tourist facilities/attractions).

The allocation of funding for Blockbuster Event Bid and Blockbuster Event Hosting projects will be determined by the number of applications received and amount of funding approved in each category.

The Ministry of Tourism and Culture cannot guarantee funding to all applicants, nor can the ministry ensure that the total amount requested by successful applicants will be granted. The decision to fund all or part of an applicant's request will depend on its fit with the Celebrate Ontario 2012 Blockbuster program priorities and assessment criteria, as well as the overall demand for funds in the program.

# CELEBRATE ONTARIO 2012 BLOCKBUSTER APPLICATION GUIDE

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## 5. ELIGIBILITY

### 5.1. Eligibility Requirements

To be eligible for Celebrate Ontario 2012 Blockbuster funding, the Blockbuster event must meet all of the following eligibility requirements:

- Take place in the Province of Ontario.
- Have a sponsoring organization/applicant in existence for one year or longer in Ontario as of January 2012.
- **Event Bid stream** — bid costs must be incurred between April 1, 2012 and March 31, 2013 (but the bid deadline need not occur within this timeframe).
- **Event Hosting stream** — event must occur between April 1, 2012 and March 31, 2013.
- Be open to the public at large without membership in a club or group.

Each application must confirm compliance with the above Eligibility Requirements. Applications that fail to do so will be deemed ineligible.

Ineligible Blockbuster events include:

- Events that seek to attract only a special interest audience or recruit new members (e.g., religious or political gatherings and workshops).
- Trade fairs, events of a primarily commercial nature, consumer shows, symposia, conventions, meetings and conferences, seminars and clinics, etc.

### 5.2. Eligible Applicants

Eligible applicants need to demonstrate proven organizational ability, technical capacity and fiscal prudence to successfully host a Blockbuster event. This includes national and international event management experience and tourism business expertise.

Eligible applicants include (1) Ontario municipalities that have identified hosting major events as part of their tourism strategy and (2) commercial or non-profit organizations (or groups of organizations) with event management/hosting mandates.

Funding will be provided only to legal entities. Examples include those that are established by or under legislation; are federally or provincially incorporated; are band councils established under the *Indian Act*, Canada; or are other Aboriginal organizations that are incorporated.

### 5.3. Mandatory Requirements

Each application must confirm compliance with the following:

- Legal status of organization applying (i.e., established by or under legislation; federally or provincially incorporated; First Nations in the Province of Ontario).
- Applicant is not in default of the terms and conditions of any grant or loan agreement with any ministry or agency of the Government of Ontario (e.g., Ontario Trillium Foundation).
- None of the proposed expenses will be used for recurring costs to run the applicant organization.
- Information provided in the application is true, correct and complete (as verified by an authorized official).

Applications that fail to meet any of the Mandatory Requirements will be deemed ineligible.

# CELEBRATE ONTARIO 2012 BLOCKBUSTER APPLICATION GUIDE

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## 5.4. Application Process

Celebrate Ontario Blockbuster Event Bid applications must be received at least two (2) months prior to the Blockbuster event bid deadline.

Celebrate Ontario Event Hosting applications must be received at least four (4) months prior to the Blockbuster event start date.

Please refer to Section 8.2 — Application Deadline and Submission Channels — for submission details.

## 5.5. Technical Requirements

Applicants will be scored based on a set of pre-determined technical requirements as described in the sections below.

### 5.5.1. Description (Section 4 — Event Bid Applications and Event Hosting Applications)

Please provide a description of the Blockbuster event bid and/or Blockbuster event, including the following:

#### Blockbuster Event Bid

- Requirements and critical success factors of the Blockbuster event bid document.
- Approach to and rationale for addressing the Blockbuster event bid requirements.
- Activities, tactics, timelines, products, etc. to be produced as part of the Blockbuster event bid plan.
- Rationale for why the Ontario location identified is a desirable location to host the Blockbuster event.

#### Blockbuster Event Hosting

- A comprehensive Blockbuster event description, including programming, schedules, activities, hours of operation, site description, staging, planned events, ceremonies, galas, marquee performers/athletes/dignitaries.
- A clear tourism-based rationale for the proposed Blockbuster event, including tourism industry intelligence, research, and professional industry-based analysis, and linkages to a local, regional and/or provincial tourism strategy.
- Track record of the proposed Blockbuster event in terms of its overall audience, market potential and ability to attract significant and increased tourist visitation, national and/or international attendance
- Blockbuster event business plan, tourism packaging opportunities and tourism sector partnerships.
- How the Blockbuster event will raise Ontario's profile as an event and tourist destination through broadcast or other media exposure.
- Media or branding opportunities for Ontario via television, radio and print advertising.
- Legacy opportunities, including enhancement of existing infrastructure or new construction (e.g., sport venues or tourist facilities/attractions).
- Volunteer and leadership development opportunities for the Province that would be available by successfully hosting the Blockbuster event.



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- The extent to which investment in the Blockbuster event presents value for money for the Province.
- Opportunities to leverage linkages to other Ontario business sectors, international investment and trade.
- The capacity of the Blockbuster event to enhance Ontario's international image as a world-class event host.

### **5.5.2. Budget (Section 5 — Event Bid Applications and Event Hosting Applications)**

Applicants must provide a detailed budget for their Blockbuster event bid or Blockbuster event. All budgets should detail revenues by source and expenses by category, and should indicate levels of funding (both cash and in-kind) from private and public sector partners. Please note if cash or in-kind contributions are confirmed or pending.

Applicants must provide their latest available audited or Board-endorsed or Treasurer-certified financial statement to provide financial information for the previous year's activities of the applicant organization.

### **5.5.3. Impact (Section 6 — Event Bid Applications and Event Hosting Applications)**

Applicants must demonstrate the tourism benefits associated with hosting the Blockbuster event. Estimates should be provided for anticipated:

- Attendance — local (within 40 km), other Ontario, other Canada, U.S. and international.
- Visitor expenditures.
- Average visitor length of stay.
- Same-day and overnight visitors.

All applicants must present a clear explanation for their estimates of the above using sources such as market intelligence, comparables, independent or third-party assessments (e.g., consulting firm studies, police crowd estimates, ticketing and turnstile counts, etc.) or their own experience with hosting events.

Applicants that provide third party confirmation for the basis of their estimates will score higher in their evaluations than those applicants that do not provide such support.

Applicants that demonstrate significant geographic reach and tourist attendance will score higher in their evaluations than applicants without.

Applicants must demonstrate a clear return on investment resulting from the event being held in Ontario, including economic impacts accruing to Ontario before, during and after the event as determined through a ministry recognized and approved model.

To calculate the economic impact of a proposed Blockbuster event, applicants are invited to make use of the Ministry of Tourism and Culture's Tourism Regional Economic Impact Model (TREIM), which is available for use on the ministry's website at:

[www.mtc.gov.on.ca/en/research/treim/treim.shtml](http://www.mtc.gov.on.ca/en/research/treim/treim.shtml).

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### 5.5.4. Marketing Plan (Section 7 — Event Hosting Applications only)

Applicants are required to fill out the Marketing Plan table with the following:

**Target Market** — A target market (or target audience) is a group of potential customers/visitors to whom event marketing efforts and strategies are aimed.

**Marketing Tactics** — Marketing tactics are strategic actions taken by event organizers to cause people to want to attend their events. Marketing tactics typically include the '4 Ps' of marketing — product, place, price and promotion. For the purposes of Celebrate Ontario Blockbuster, applicants should focus on promotion and the related methods used to attract the target market. Examples include print, internet, radio and television advertising, direct selling, direct mail, public relations, etc., all of which can include both in-kind and cash contributions, and which should be described in the "Costs" section of the Marketing Plan table.

**Placement Dates** — Placement dates are the dates when advertising and other promotional activities are actually carried out or 'placed'. The placement dates should be provided in the form of actual or anticipated calendar dates or the calendar month of anticipated implementation.

**Reach** — Marketing reach comprises the estimated number of potential customers/visitors it is possible to reach through an advertising medium or a promotional campaign. With respect to internet marketing reach, this comprises how many different people visit a website to see an advertisement, including the percentage of these people within the target audience. A common measure of website reach is its unique visitors per month.

### 5.5.5. Organizational Capacity (Section 7 — Event Bid Applications / Section 8 — Event Hosting Applications)

Applicants must have a history of successfully implementing major events of national and/or international scope, and should describe past achievements. Applicants must provide the following:

#### **Blockbuster Event Bid**

- A description of your organization's history of organizing and managing Blockbuster event bids and Blockbuster events, including past achievements and details on staffing and relevant staff experience.
- A description of your organization's monitoring and reporting mechanisms to governing bodies (e.g., a Board of Directors).
- A description of your organization's ability to produce the Blockbuster event bid and your approach to the delivery of the proposed Blockbuster event.

#### **Blockbuster Event Hosting**

- A description of your organization's history of presenting Blockbuster events, including past achievements and details on staffing and relevant staff experience.
- A description of your organization's monitoring and reporting mechanisms to governing bodies (e.g., a Board of Directors).
- A description of your organization's ability to produce the proposed Blockbuster event.
- Evidence of your organization's capacity to mobilize and train sufficient volunteers to host the Blockbuster event.

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### 5.5.6. Assessment and Performance Measures (Section 8 — Event Bid Applications / Section 9 — Event Hosting Applications)

Applicants must describe the following:

- How Celebrate Ontario Blockbuster funding support will help you meet your proposed objectives.
- How you plan to measure your own success.
- The organizational and community legacy that is expected to result.

Applicants must articulate a commitment to undertake an economic impact assessment using either: (1) a ministry recognized or approved model that provides estimates of economic impacts accruing to Ontario before, during and after the Blockbuster event, or (2) ministry recognized or approved guidelines for measuring the tourism economic impact of Blockbuster events.

## 6. EVALUATION PROCESS

The application evaluation process will include a fair and consistent evaluation of the merit of submissions against the stated Eligibility Requirements; Mandatory Requirements; Acknowledgement, Oversight and Reporting Requirements; and Technical Requirements to ensure that applications meet the program priorities.

Applications that fail to meet all of the Eligibility Requirements; Mandatory Requirements; or Acknowledgement, Oversight and Reporting Requirements will not be considered.

Applications that meet all of the Eligibility Requirements; Mandatory Requirements; and Acknowledgement, Oversight and Reporting Requirements will be scored based on the pre-determined Technical Requirements described earlier in this Application Guide.

## 7. ELIGIBLE EXPENSES

Eligible Blockbuster funding requests must relate directly to specific expenditures incurred in the Blockbuster event bidding process or during the delivery of the proposed Blockbuster event and must not include costs that would have otherwise been incurred by the applicant (e.g., operational costs to run the host organization).

Examples of eligible expenses for **Blockbuster Event Bid** applications include, but are not limited to:

- Bid fees.
- Familiarization tour expenses (e.g., travel, accommodation, reception costs, special events, tour preparation expenses).
- Travel and accommodation for bid presentations to secure bid.
- Design and production of promotional material required for bid, including bid book.
- Bid-related videos.

Examples of eligible expenses for **Blockbuster Event Hosting** applications include, but are not limited to:

- Fees paid to artists, musicians, performers, celebrities, special guests, marquee athletes and speakers, including travel and accommodation and entertainment agencies.
- Programming and production costs.
- Visitor services.

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- Fixed assets/capital.
- Equipment.
- Services for greening the event.
- Accessibility services.
- Audience surveys, research or economic impact studies.
- Translation costs.
- Site services such as security, sanitation products and shuttle buses.
- Other costs deemed reasonable.

Applicants are expected to demonstrate how any expenses associated with their proposed Blockbuster event will stimulate increased tourist attendance and tourist spending.

The following expenses are ineligible for **Blockbuster Event Bid** or **Blockbuster Event Hosting** funding:

- Event advertising, promotion and marketing costs.
- Core administrative and overhead costs such as rent, telephone and communication lines/services, computers, utilities, maintenance costs and any operational expenses related to an organization's ongoing activities.
- Permanent staff salaries.
- Legal, audit or interest fees.
- Budget deficits.
- Refundable Harmonized Sales Tax or other refundable expenses (e.g., security deposits, etc.).
- Motorized vehicles.
- Consulting or other services that support the development of a strategic or operational plan.
- Website development used to create and maintain an online presence, including web-based marketing, promotion-based activities, booking and packaging.
- Alcohol.

### 8. SUBMISSION REQUIREMENTS

#### 8.1. Questions from Applicants

The Ministry of Tourism and Culture has posted Celebrate Ontario 2012 Blockbuster frequently asked questions (FAQs) on its website at [www.mtc.gov.on.ca/en/awards\\_funding/celebrate\\_faq.shtml](http://www.mtc.gov.on.ca/en/awards_funding/celebrate_faq.shtml).

Telephone or email enquiries may be directed to the Ministry of Tourism and Culture's Senior Business Advisor, Robert Sweeting, at [robert.sweeting@ontario.ca](mailto:robert.sweeting@ontario.ca) or (416) 325-7426.

#### 8.2. Application Deadline and Submission Channels

Celebrate Ontario Blockbuster Event Bid applications must be received at least two (2) months prior to the Blockbuster event bid deadline.

Celebrate Ontario Blockbuster Event Hosting applications must be received at least four (4) months prior to the Blockbuster event start date.

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Application Forms may be submitted by email, in person or by mail/courier.

### **8.3. Applicants Submitting an Electronic Application by Email**

Applicants are encouraged to submit an electronic application by email.

The electronic application must be emailed to the Ministry of Tourism and Culture at [celebrateontario@ontario.ca](mailto:celebrateontario@ontario.ca).

### **8.4. Applicants Submitting a Paper Copy Application Only**

Applicants submitting a paper copy only must include an original copy, verified by an authorized official, plus one additional copy. Hard copy applications can be submitted in person by mail or courier to the following address:

Ministry of Tourism and Culture  
c/o Celebrate Ontario 2012 Blockbuster  
Investment and Development Office  
900 Bay Street, 9th Floor, Hearst Block  
Toronto, ON M7A 2E1

Applications received by facsimile will not be considered.

### **8.5. Submission Check List**

- Review the Blockbuster Application Guide.
- Consult with the Ministry of Tourism and Culture.
- Complete the entire Application Form.
- Provide a copy of your organization's most recent audited annual financial statement.

## **9. ACKNOWLEDGEMENT, OVERSIGHT AND REPORTING**

Applicants should be aware that the Province is bound by the *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c.F. 31, as amended from time to time, and that any information provided to the Province in connection with their application may be subject to disclosure in accordance with the requirements of that Act.

### **Successful applicants will be required to:**

- Sign an Ontario Funding Agreement with the Ministry of Tourism and Culture outlining the terms and conditions for receiving funds.
- Carry at least \$2 million commercial general liability insurance coverage before the legal grant agreement can be executed.
- Report back to the ministry within 60 business days following the Blockbuster bid deadline or Blockbuster event on the use of funds, service deliverables and outcomes achieved. Applicants must use the ministry's Final Report form to provide this information.
- Permit the Province to verify/audit information submitted (at the discretion of the Province) to ensure that it is complete and accurate, and that funds were used for purpose(s) intended.
- Agree that if the funds were not used, or will not be used, for the intended purpose(s), specified services were not delivered, or intended outcomes were not achieved, the Province has the right at a future date to recover the funds transferred.
- Obtain the Ministry of Tourism and Culture's approval for any change to the proposed project

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(once funding is approved).

- Acknowledge Ontario's support with the use of the Ontario trillium logo in electronic and print media as part of a visibility campaign.

The Ministry of Tourism and Culture expects that the proposed project will comply with all federal, provincial and municipal laws and regulations (e.g., environmental approvals, zoning by-laws, etc.).

In addition to completing the Final Report form, successful applicants will be expected to provide the following additional material as part of the mandatory post-project reporting process:

- A summary of all invoices for costs associated with the project.
- A sample of all brochures, programs or handouts that identify and describe the project.
- Samples of all marketing materials (e.g., print, radio and television).
- The project's audited financial statements for Blockbuster funding over \$75,000, or Board-endorsed or Treasurer-certified financial statements for funding of lesser amounts, reflecting the Blockbuster funding. It is acknowledged that these statements may not be ready when filing the Final Report, but it is expected that successful applicants will forward these statements as soon as they become available.
- A copy of all reports and publications produced as a part of the project.



## Appendix F – TREIM Reports

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# **The Economic Impact of SDMA Capital Investment in Sudbury Regional Municipality in 2012**

**This report was generated by  
the Ontario Ministry of Tourism's TREIM model.**

**November 7, 2011**

**Note:** The Ministry of Tourism does not take any responsibility for inputs that the user has provided, nor for the interpretation of the results.

## 1. Introduction

This report provides an estimate of the economic impact that SDMA Capital Investment is expected to have on Ontario's economy, in terms of Gross Domestic Product, employment and taxes generated. The analysis is based on the following information the user has provided to the MTR's Tourism Regional Economic Impact Model:

Investment by category for SDMA Capital Investment in a facility (operation) type of Recreation & Entertainment:

Buildings and Renovations	<b>\$10,808,750</b>
Machinery and Equipment	<b>\$0</b>
Furniture and Fixtures	<b>\$0</b>
Transportation Equipment	<b>\$0</b>
Other Supplies	<b>\$4,565,250</b>
Other Services	<b>\$2,044,880</b>
<b>Total</b>	<b>\$17,418,880</b>

The user also has selected the following parameters:

- The investment takes place in Sudbury Regional Municipality in 2012
- The impact is to be shown for Sudbury Regional Municipality and for Rest of Ontario
- Induced impacts of household spending are included
- Induced impacts of business investment are included
- The economic environment is as follows:

<b>Baseline</b>	2008	2009	2010	2011	2012
Ontario Real GDP (%change)	2.11%	2.73%	2.92%	3.00%	2.74%
Ontario CPI (%change)	1.84%	1.96%	2.15%	1.88%	2.12%
Ontario Population (%change)	0.78%	0.87%	0.83%	0.77%	0.94%
Ontario Unemployment Rate	6.38%	5.98%	5.65%	5.07%	4.59%
Government of Canada 3 month T-Bill Rate	4.78%	4.77%	4.65%	4.49%	4.43%

## 2. Summary of Findings

**Table 1. Economic Impacts of SDMA Capital Investment in Sudbury Regional Municipality in 2012 ( in dollars )**

	Sudbury Regional Municipality	Rest of Ontario
<b>Total Capital Spending</b>	\$ 17,418,880	
<b>Gross Domestic Product (GDP)</b>		
Direct	\$ 6,963,700	\$ 225,431
Indirect	\$ 1,407,297	\$ 615,303
Induced	\$ 1,927,360	\$ 616,872
Total	\$ 10,298,357	\$ 1,457,606
<b>Labour Income</b>		
Direct	\$ 5,031,610	\$ 150,345
Indirect	\$ 1,028,846	\$ 427,801
Induced	\$ 1,241,081	\$ 384,396
Total	\$ 7,301,537	\$ 962,542
<b>Employment (Jobs)</b>		
Direct	73	2
Indirect	16	6
Induced	20	7
Total	110	15
<b>Direct Taxes</b>		
Federal	\$ 1,514,945	\$ 45,718
Provincial	\$ 1,498,497	\$ 34,459
Municipal	\$ 924,262	\$ 7,367
Total	\$ 3,937,704	\$ 87,544
<b>Total Taxes</b>		
Federal	\$ 2,410,667	\$ 293,365
Provincial	\$ 2,110,539	\$ 229,592
Municipal	\$ 1,043,751	\$ 112,329
Total	\$ 5,564,957	\$ 635,286



**Table 2. Economic Impacts of SDMA Capital Investment in Sudbury  
Regional Municipality on GDP by industry ( in dollars )**

Industry	Impact on Sudbury Regional Municipality		Impact on Rest of Ontario	
	Direct GDP	Total GDP	Direct GDP	Total GDP
Crop and Animal Production	\$ 0	\$ 21,195	\$ 0	\$ 14,628
Forestry, Fishing and Hunting	\$ 0	\$ 7,032	\$ 0	\$ 7,661
Mining and Oil and Gas Extraction	\$ 0	\$ 69,656	\$ 0	\$ 21,321
Utilities	\$ 0	\$ 93,562	\$ 0	\$ 32,253
Construction	\$ 4,943,248	\$ 5,185,741	\$ 0	\$ 31,508
Manufacturing	\$ 140,620	\$ 460,968	\$ 136,855	\$ 431,452
Wholesale Trade	\$ 4,836	\$ 290,778	\$ 3,158	\$ 92,262
Retail Trade	\$ 0	\$ 325,561	\$ 0	\$ 77,925
Other Transportation and Warehousing	\$ 0	\$ 87,133	\$ 0	\$ 46,878
Ground Passenger Transportation (excl. Rail)	\$ 0	\$ 14,693	\$ 0	\$ 5,433
Information and Cultural Industries	\$ 29,295	\$ 156,085	\$ 4,357	\$ 61,377
Other Finance, Insurance, Real Estate and Renting and Leasing	\$ 373,366	\$ 797,484	\$ 43,867	\$ 197,980
Car Renting and Leasing	\$ 0	\$ 12,809	\$ 0	\$ 7,693
Owner Occupied Housing	\$ 0	\$ 357,507	\$ 0	\$ 45,247
Professional, Scientific and Technical Services	\$ 173,866	\$ 443,807	\$ 25,856	\$ 124,718
Other Administrative and Other Support Services	\$ 73,003	\$ 194,482	\$ 10,856	\$ 54,200
Travel Agencies	\$ 0	\$ 5,237	\$ 0	\$ 2,263
Education Services	\$ 0	\$ 8,705	\$ 0	\$ 2,428
Health Care and Social Assistance	\$ 0	\$ 52,477	\$ 0	\$ 20,759
Arts, Entertainment and Recreation	\$ 0	\$ 32,256	\$ 0	\$ 10,983
Accommodation Services	\$ 0	\$ 15,729	\$ 0	\$ 10,826
Food & Beverage Services	\$ 0	\$ 44,603	\$ 0	\$ 19,042
Other Services (Except Public Administration)	\$ 0	\$ 75,900	\$ 0	\$ 23,739
Operating, Office, Cafeteria, and Laboratory Supplies	\$ 0	\$ 0	\$ 0	\$ 0
Travel & Entertainment, Advertising & Promotion	\$ 0	\$ 0	\$ 0	\$ 0
Transportation Margins	\$ 0	\$ 0	\$ 0	\$ 0
Non-Profit Institutions Serving Households	\$ 0	\$ 65,047	\$ 0	\$ 10,545
Government Sector	\$ 0	\$ 90,601	\$ 0	\$ 27,714
Net Indirect Taxes on Production	\$ 485,764	\$ 503,034	\$ 0	\$ 58,668
<b>Total</b>	<b>\$ 6,963,700</b>	<b>\$ 10,298,357</b>	<b>\$ 225,431</b>	<b>\$ 1,457,606</b>



## **Appendix:**

**The Economic Impact of Investment in Sudbury Regional Municipality** and other Ontario regions: since no Ontario region is economically self-sustaining, in order to produce the goods and services demanded by its visitors, it will need to import some goods and services from other regions. As such, some of the economic benefits of the business spending in Sudbury Regional Municipality will spill over to other Ontario regions, such as the one you have selected as "additional". If the second column of Table 1 contains only zeros, then that means that Sudbury Regional Municipality does not trade with that region.

**Gross Domestic Product (GDP):** value of goods and services produced by labour and capital located within a country (or region), regardless of nationality of labour or ownership. This GDP is measured at market prices. Tourism GDP refers to the GDP generated in those businesses that directly produce or provide goods and services for travelers.

**Direct impact:** refers to the impact generated in businesses or sectors that produce or provide goods and services directly to travelers, e.g. accommodations, restaurants, recreations, travel agents, transportation and retail enterprises etc. Direct impact on GDP, employment and tax revenues is also called tourism GDP, tourism employment and tourism tax revenues.

**Indirect impact:** refers to the impact resulting from the expansion of demand from businesses or sectors directly produce or provide goods and services to travelers, to other businesses or sectors.

**Induced impact:** refers to the impact associated with the re-spending of labour income and /or profits earned in the industries that serve travelers directly and indirectly.

**Employment:** refers to number of jobs, include full-time, part-time, seasonal employment, as well as both employed and self-employed.

**Federal tax revenues:** include personal income tax, corporate income tax, commodity tax (GST, gas tax, excise tax, excise duty, air tax and trading profits) and payroll deduction that collected by the federal government.

**Provincial tax revenues:** include personal income tax, corporate income tax, commodity tax (PST, gas tax, liquor gallonage tax, amusement tax and trading profits) and employer health tax that collected by Ontario provincial government.

**Municipal tax revenues:** include business and personal property taxes that collected by the municipalities. Collection, however, does not follow immediately the consumption or production of goods and services in a municipality (as is the case with GST or personal income taxes). Rather, these taxes show the percent of the total property taxes collected by a municipality that can be attributed to tourism because of tourism's contribution to the economic activity of the municipality and hence its tax base.

**Industry:** The industry follows Statistics Canada's 1997 North America Industry Classification System (NAICS) Input-Output small aggregation industry classification.

# **The Economic Impact of SDMA Participants Year 1 in Sudbury Regional Municipality in 2012**

**This report was generated by  
the Ontario Ministry of Tourism's TREIM model.**

**November 4, 2011**

**Note:** The Ministry of Tourism does not take any responsibility for inputs that the user has provided, nor for the interpretation of the results.

## 1. Introduction

This report provides an estimate of the economic impact that SDMA Participants Year 1 is expected to have on Ontario's economy, in terms of Gross Domestic Product, employment and taxes generated. The analysis is based on the following information the user has provided to the MTR's Tourism Regional Economic Impact Model:

### Number of Visitors for Activity (or Event) of Type Sporting Events

Origin	Same Day		Overnight	
	Total Number of Visitors	Percent of Visitors' Origin	Percent of Visitors' Origin	Average Length of Stay (nights)
Ontario	9,000	50.00%	50.00%	3
Rest of Canada	1,900	0.00%	100.00%	3
USA	100	0.00%	100.00%	3
Overseas	0	0.00%	0.00%	0
<b>Total</b>	<b>11,000</b>			

Given that the detailed breakdown of spending by the above visitors on category, such as transportation, accommodation, etc. is not available from the user, the TREIM utilized the average expenditure of visitors in Sudbury Regional Municipality with characteristics closest to those provided by the user from Statistics Canada's 2004 Canadian Travel Survey and the International Travel Survey to generate the detailed spending as followings ( in dollars ):

Travel Services	\$0
Public Transportation	\$77,506
Private Transportation - Rental	\$65,701
Private Transportation - Operation	\$318,037
Local Transportation	\$4,909
Accommodation	\$391,053
Food & Beverage - At Stores	\$132,149
Food & Beverage - At Restaurants/Bars	\$410,284
Recreation & Entertainment	\$349,416
Retail - Clothing	\$133,439
Retail - Other	\$165,709
<b>Total</b>	<b>\$2,048,202</b>

The user also has selected the following parameters:

- The visits take place in Sudbury Regional Municipality in 2012
- The impact is to be shown for Sudbury Regional Municipality and for Rest of Ontario
- Induced impacts of household spending are included
- Induced impacts of business investment are included
- The economic environment is as follows:

<b>Baseline</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Ontario Real GDP (%change)	2.11%	2.73%	2.92%	3.00%	2.74%
Ontario CPI (%change)	1.84%	1.96%	2.15%	1.88%	2.12%
Ontario Population (%change)	0.78%	0.87%	0.83%	0.77%	0.94%
Ontario Unemployment Rate	6.38%	5.98%	5.65%	5.07%	4.59%
Government of Canada 3 month T-Bill Rate	4.78%	4.77%	4.65%	4.49%	4.43%

## 2. Summary of Findings

**Table 1. Economic Impacts of SDMA Participants Year 1 in Sudbury Regional Municipality in 2012 ( in dollars )**

	Sudbury Regional Municipality	Rest of Ontario
<b>Total Visitors' Spending</b>	\$ 2,048,202	
<b>Gross Domestic Product (GDP)</b>		
Direct	\$ 970,409	\$ 29,068
Indirect	\$ 209,765	\$ 67,111
Induced	\$ 212,396	\$ 66,119
Total	\$ 1,392,571	\$ 162,298
<b>Labour Income</b>		
Direct	\$ 610,962	\$ 21,399
Indirect	\$ 153,768	\$ 48,276
Induced	\$ 139,874	\$ 43,089
Total	\$ 904,604	\$ 112,763
<b>Employment (Jobs)</b>		
Direct	17	0
Indirect	3	1
Induced	2	1
Total	22	2
<b>Direct Taxes</b>		
Federal	\$ 261,441	\$ 6,488
Provincial	\$ 259,813	\$ 4,943
Municipal	\$ 1,953	\$ 65
Total	\$ 523,206	\$ 11,496
<b>Total Taxes</b>		
Federal	\$ 395,182	\$ 34,393
Provincial	\$ 337,984	\$ 26,720
Municipal	\$ 4,586	\$ 6,332
Total	\$ 737,752	\$ 67,444

**Table 2. Economic Impacts of SDMA Participants Year 1 in Sudbury Regional Municipality on GDP by industry ( in dollars )**

Industry	Impact on Sudbury Regional Municipality		Impact on Rest of Ontario	
	Direct GDP	Total GDP	Direct GDP	Total GDP
Crop and Animal Production	\$ 2,442	\$ 4,810	\$ 694	\$ 2,251
Forestry, Fishing and Hunting	\$ 39	\$ 631	\$ 46	\$ 629
Mining and Oil and Gas Extraction	\$ 0	\$ 3,505	\$ 0	\$ 1,039
Utilities	\$ 0	\$ 22,047	\$ 0	\$ 4,630
Construction	\$ 0	\$ 27,651	\$ 0	\$ 3,347
Manufacturing	\$ 19,726	\$ 46,548	\$ 10,639	\$ 33,991
Wholesale Trade	\$ 19,889	\$ 41,757	\$ 2,992	\$ 10,805
Retail Trade	\$ 84,288	\$ 130,670	\$ 0	\$ 9,973
Other Transportation and Warehousing	\$ 46,710	\$ 62,199	\$ 6,851	\$ 13,868
Ground Passenger Transportation (excl. Rail)	\$ 5,165	\$ 8,163	\$ 455	\$ 1,285
Information and Cultural Industries	\$ 8,770	\$ 28,611	\$ 555	\$ 8,240
Other Finance, Insurance, Real Estate and Renting and Leasing	\$ 0	\$ 71,247	\$ 0	\$ 19,984
Car Renting and Leasing	\$ 36,106	\$ 37,767	\$ 0	\$ 923
Owner Occupied Housing	\$ 0	\$ 39,079	\$ 0	\$ 3,656
Professional, Scientific and Technical Services	\$ 0	\$ 28,676	\$ 0	\$ 10,356
Other Administrative and Other Support Services	\$ 0	\$ 15,802	\$ 0	\$ 4,925
Travel Agencies	\$ 0	\$ 0	\$ 0	\$ 0
Education Services	\$ 600	\$ 1,726	\$ 0	\$ 295
Health Care and Social Assistance	\$ 0	\$ 7,138	\$ 0	\$ 2,643
Arts, Entertainment and Recreation	\$ 119,898	\$ 125,825	\$ 663	\$ 2,320
Accommodation Services	\$ 264,109	\$ 266,882	\$ 2,082	\$ 3,874
Food & Beverage Services	\$ 121,940	\$ 129,123	\$ 3,749	\$ 6,810
Other Services (Except Public Administration)	\$ 2,226	\$ 15,908	\$ 0	\$ 3,435
Operating, Office, Cafeteria, and Laboratory Supplies	\$ 0	\$ 0	\$ 0	\$ 0
Travel & Entertainment, Advertising & Promotion	\$ 0	\$ 0	\$ 0	\$ 0
Transportation Margins	\$ 0	\$ 0	\$ 0	\$ 0
Non-Profit Institutions Serving Households	\$ 9,614	\$ 17,938	\$ 0	\$ 1,341
Government Sector	\$ 11,639	\$ 23,430	\$ 0	\$ 3,320
Net Indirect Taxes on Production	\$ 0	\$ 1,697	\$ 0	\$ 5,977
<b>Total</b>	<b>\$ 970,409</b>	<b>\$ 1,392,571</b>	<b>\$ 29,068</b>	<b>\$ 162,298</b>



## **Appendix:**

**The Economic Impact of Visits in Sudbury Regional Municipality and other Ontario regions:** since no Ontario region is economically self-sustaining, in order to produce the goods and services demanded by its visitors, it will need to import some goods and services from other regions. As such, some of the economic benefits of the visitors' spending in Sudbury Regional Municipality will spill over to other Ontario regions, such as the one you have selected as "additional". If the second column of Table 1 contains only zeros, then that means that Sudbury Regional Municipality does not trade with that region.

**Gross Domestic Product (GDP):** value of goods and services produced by labour and capital located within a country (or region), regardless of nationality of labour or ownership. This GDP is measured at market prices. Tourism GDP refers to the GDP generated in those businesses that directly produce or provide goods and services for travelers.

**Direct impact:** refers to the impact generated in businesses or sectors that produce or provide goods and services directly to travelers, e.g. accommodations, restaurants, recreations, travel agents, transportation and retail enterprises etc. Direct impact on GDP, employment and tax revenues is also called tourism GDP, tourism employment and tourism tax revenues.

**Indirect impact:** refers to the impact resulting from the expansion of demand from businesses or sectors directly produce or provide goods and services to travelers, to other businesses or sectors.

**Induced impact:** refers to the impact associated with the re-spending of labour income and /or profits earned in the industries that serve travelers directly and indirectly.

**Employment:** refers to number of jobs, include full-time, part-time, seasonal employment, as well as both employed and self-employed.

**Federal tax revenues:** include personal income tax, corporate income tax, commodity tax (GST, gas tax, excise tax, excise duty, air tax and trading profits) and payroll deduction that collected by the federal government.

**Provincial tax revenues:** include personal income tax, corporate income tax, commodity tax (PST, gas tax, liquor gallonage tax, amusement tax and trading profits) and employer health tax that collected by Ontario provincial government.

**Municipal tax revenues:** include business and personal property taxes that collected by the municipalities. Collection, however, does not follow immediately the consumption or production of goods and services in a municipality by visitors (as is the case with GST or personal income taxes). Rather, these taxes show the percent of the total property taxes collected by a municipality that can be attributed to tourism because of tourism's contribution to the economic activity of the municipality and hence its tax base.

**Industry:** The industry follows Statistics Canada's 1997 North America Industry Classification System (NAICS) Input-Output small aggregation industry classification.

# **The Economic Impact of SDMA Participants Year 5 in Sudbury Regional Municipality in 2012**

**This report was generated by  
the Ontario Ministry of Tourism's TREIM model.**

**November 4, 2011**

Note: The Ministry of Tourism does not take any responsibility for inputs that the user has provided, nor for the interpretation of the results.

## 1. Introduction

This report provides an estimate of the economic impact that SDMA Participants Year 5 is expected to have on Ontario's economy, in terms of Gross Domestic Product, employment and taxes generated. The analysis is based on the following information the user has provided to the MTR's Tourism Regional Economic Impact Model:

### Number of Visitors for Activity (or Event) of Type Sporting Events

Origin	Same Day		Overnight	
	Total Number of Visitors	Percent of Visitors' Origin	Percent of Visitors' Origin	Average Length of Stay (nights)
Ontario	9,972	50.00%	50.00%	3
Rest of Canada	2,228	0.00%	100.00%	3
USA	100	0.00%	100.00%	3
Overseas	0	0.00%	0.00%	0
<b>Total</b>	<b>12,300</b>			

Given that the detailed breakdown of spending by the above visitors on category, such as transportation, accommodation, etc. is not available from the user, the TREIM utilized the average expenditure of visitors in Sudbury Regional Municipality with characteristics closest to those provided by the user from Statistics Canada's 2004 Canadian Travel Survey and the International Travel Survey to generate the detailed spending as followings ( in dollars ):

Travel Services	\$0
Public Transportation	\$85,808
Private Transportation - Rental	\$74,386
Private Transportation - Operation	\$355,635
Local Transportation	\$5,520
Accommodation	\$439,111
Food & Beverage - At Stores	\$148,346
Food & Beverage - At Restaurants/Bars	\$460,790
Recreation & Entertainment	\$391,158
Retail - Clothing	\$149,334
Retail - Other	\$185,088
<b>Total</b>	<b>\$2,295,175</b>

The user also has selected the following parameters:

- The visits take place in Sudbury Regional Municipality in 2012
- The impact is to be shown for Sudbury Regional Municipality and for Rest of Ontario
- Induced impacts of household spending are included
- Induced impacts of business investment are included
- The economic environment is as follows:

<b>Baseline</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Ontario Real GDP (%change)	2.11%	2.73%	2.92%	3.00%	2.74%
Ontario CPI (%change)	1.84%	1.96%	2.15%	1.88%	2.12%
Ontario Population (%change)	0.78%	0.87%	0.83%	0.77%	0.94%
Ontario Unemployment Rate	6.38%	5.98%	5.65%	5.07%	4.59%
Government of Canada 3 month T-Bill Rate	4.78%	4.77%	4.65%	4.49%	4.43%

## 2. Summary of Findings

**Table 1. Economic Impacts of SDMA Participants Year 5 in Sudbury Regional Municipality in 2012 ( in dollars )**

	Sudbury Regional Municipality	Rest of Ontario
<b>Total Visitors' Spending</b>	\$ 2,295,175	
<b>Gross Domestic Product (GDP)</b>		
Direct	\$ 1,087,840	\$ 32,522
Indirect	\$ 235,099	\$ 75,193
Induced	\$ 238,047	\$ 74,072
Total	\$ 1,560,987	\$ 181,787
<b>Labour Income</b>		
Direct	\$ 684,830	\$ 23,943
Indirect	\$ 172,331	\$ 54,087
Induced	\$ 156,766	\$ 48,276
Total	\$ 1,013,927	\$ 126,306
<b>Employment (Jobs)</b>		
Direct	19	0
Indirect	3	1
Induced	3	1
Total	24	2
<b>Direct Taxes</b>		
Federal	\$ 292,993	\$ 7,260
Provincial	\$ 291,210	\$ 5,529
Municipal	\$ 2,189	\$ 72
Total	\$ 586,391	\$ 12,861
<b>Total Taxes</b>		
Federal	\$ 442,909	\$ 38,523
Provincial	\$ 378,820	\$ 29,927
Municipal	\$ 5,140	\$ 7,089
Total	\$ 826,870	\$ 75,539

**Table 2. Economic Impacts of SDMA Participants Year 5 in Sudbury Regional Municipality on GDP by industry ( in dollars )**

Industry	Impact on Sudbury Regional Municipality		Impact on Rest of Ontario	
	Direct GDP	Total GDP	Direct GDP	Total GDP
Crop and Animal Production	\$ 2,741	\$ 5,397	\$ 779	\$ 2,525
Forestry, Fishing and Hunting	\$ 43	\$ 707	\$ 51	\$ 705
Mining and Oil and Gas Extraction	\$ 0	\$ 3,928	\$ 0	\$ 1,164
Utilities	\$ 0	\$ 24,716	\$ 0	\$ 5,188
Construction	\$ 0	\$ 30,987	\$ 0	\$ 3,748
Manufacturing	\$ 22,077	\$ 52,141	\$ 11,913	\$ 38,084
Wholesale Trade	\$ 22,249	\$ 46,763	\$ 3,347	\$ 12,102
Retail Trade	\$ 94,300	\$ 146,279	\$ 0	\$ 11,174
Other Transportation and Warehousing	\$ 51,919	\$ 69,244	\$ 7,629	\$ 15,478
Ground Passenger Transportation (excl. Rail)	\$ 5,779	\$ 9,140	\$ 509	\$ 1,439
Information and Cultural Industries	\$ 9,812	\$ 32,044	\$ 620	\$ 9,229
Other Finance, Insurance, Real Estate and Renting and Leasing	\$ 0	\$ 79,883	\$ 0	\$ 22,394
Car Renting and Leasing	\$ 40,878	\$ 42,741	\$ 0	\$ 1,034
Owner Occupied Housing	\$ 0	\$ 43,799	\$ 0	\$ 4,094
Professional, Scientific and Technical Services	\$ 0	\$ 32,137	\$ 0	\$ 11,603
Other Administrative and Other Support Services	\$ 0	\$ 17,711	\$ 0	\$ 5,518
Travel Agencies	\$ 0	\$ 0	\$ 0	\$ 0
Education Services	\$ 672	\$ 1,934	\$ 0	\$ 331
Health Care and Social Assistance	\$ 0	\$ 7,999	\$ 0	\$ 2,961
Arts, Entertainment and Recreation	\$ 134,243	\$ 140,887	\$ 744	\$ 2,602
Accommodation Services	\$ 296,517	\$ 299,624	\$ 2,338	\$ 4,347
Food & Beverage Services	\$ 136,946	\$ 144,996	\$ 4,210	\$ 7,641
Other Services (Except Public Administration)	\$ 2,487	\$ 17,824	\$ 0	\$ 3,849
Operating, Office, Cafeteria, and Laboratory Supplies	\$ 0	\$ 0	\$ 0	\$ 0
Travel & Entertainment, Advertising & Promotion	\$ 0	\$ 0	\$ 0	\$ 0
Transportation Margins	\$ 0	\$ 0	\$ 0	\$ 0
Non-Profit Institutions Serving Households	\$ 10,763	\$ 20,092	\$ 0	\$ 1,502
Government Sector	\$ 13,029	\$ 26,244	\$ 0	\$ 3,719
Net Indirect Taxes on Production	\$ 0	\$ 1,902	\$ 0	\$ 6,692
<b>Total</b>	<b>\$ 1,087,840</b>	<b>\$ 1,560,987</b>	<b>\$ 32,522</b>	<b>\$ 181,787</b>



## **Appendix:**

**The Economic Impact of Visits in Sudbury Regional Municipality and other Ontario regions:** since no Ontario region is economically self-sustaining, in order to produce the goods and services demanded by its visitors, it will need to import some goods and services from other regions. As such, some of the economic benefits of the visitors' spending in Sudbury Regional Municipality will spill over to other Ontario regions, such as the one you have selected as "additional". If the second column of Table 1 contains only zeros, then that means that Sudbury Regional Municipality does not trade with that region.

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**Industry:** The industry follows Statistics Canada's 1997 North America Industry Classification System (NAICS) Input-Output small aggregation industry classification.

## Appendix G – NavCan Information

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May 27, 2011

Your file  
Greater Sudbury Airport  
Our file  
11-1196

Ms. Eleethea Marson  
Sudbury District Motorsports Association  
200 Brady Street  
Sudbury, ON  
P3A 5P3

**RE: Development Proposal/Plans: Multi-faceted motorsport facility - Sudbury, ON  
(N46° 38' 17" W80° 47' 58" / 72.1785' AGL / 1182.743' AMSL)**

Ms. Marson,

We have evaluated the captioned proposal and NAV CANADA has no objection to the project as submitted provided the following criteria are met.

- To minimize potential interference, the side of the tower facing the VOR (very high frequency omnidirectional range) must be made from non-metallic material such as brick and/or concrete. While no impact is anticipated on NAV CANADA communication systems, the proponent is responsible for any corrective action if the motorsports facility is the source of any interference.
- All parking must be at least 300 meters away from the Sudbury VOR located at N46° 37' 45" W80° 47' 54".
- Any additional light posts proposed for this project will need to be submitted (TP1247 can be used for guidance (attached)).

In the interest of aviation safety, it is incumbent on NAV CANADA to maintain up-to-date aeronautical publications. To assist us in that end, we ask that you notify us upon completion of construction. This notification requirement can be satisfactorily met by returning a completed, signed copy of the attached form by e-mail at [landuse@navcanada.ca](mailto:landuse@navcanada.ca) or fax at 613-248-4094. In the event that you should decide not to proceed with this project or if the structure is dismantled, please advise us accordingly so that we may formally close the file.

If you have any questions, contact the Land Use Department by telephone at 1-866-577-0247 or e-mail at [landuse@navcanada.ca](mailto:landuse@navcanada.ca).

NAV CANADA's land use evaluation is valid for a period of 12 months. Our assessment is limited to the impact of the proposed physical structure on the air navigation system and installations; it neither constitutes nor replaces any approvals or permits required by Transport Canada, Industry Canada, other Federal Government departments, Provincial or Municipal land use authorities or any other agency from which approval is required. Industry Canada addresses any spectrum management issues that may arise from your proposal and consults with NAV CANADA engineering as deemed necessary.

Yours truly,

A handwritten signature in dark ink, appearing to read "P. Pinard", written over a light blue horizontal line.

Paul Pinard  
for  
David Legault  
Manager, Data Collection  
Aeronautical Information Services



cc ONTR-Ontario Region, Transport Canada  
CYSB-SUDBURY

# Construction Completion Notification

File Information		
<b>NC File No</b> 11-1196	<b>TC File No</b>	<b>Proponent File No</b> Greater Sudbury Airport
<b>To:</b> <b>NAV CANADA, Land Use</b> 1601 Tom Roberts Ave. P.O. Box 9824 Stn T Ottawa, ON K1G 6R2 <b>E-mail: landuse@navcanada.ca</b> Fax: 613-248-4094	<b>From:</b> Ms. Eleethea Marson Sudbury District Motorsports Association 200 Brady Street Sudbury, ON P3A 5P3	
<b>Site Information:</b>	<b>Site Name:</b> Sudbury, ON <b>Latitude (N)</b> N46° 38' 17" <b>Longitude (W)</b> W80° 47' 58" <b>Ground (above sea level)</b> 1110.564 <b>ft</b> <b>Structure Height (above ground level)</b> 72.1785 <b>ft</b> <b>Total Height (above sea level)</b> 1182.743 <b>ft</b>	
Construction Timeline		
<p>In the interest of aviation safety, NAV CANADA must be notified upon completion of construction. Please enter the date of completion of construction in the space provided below along with the lighting and marking information (as required by Transport Canada).</p>		
<b>Construction completion date:</b>	<input type="text"/>	
<b>Estimated removal date:</b> (if temporary structure):	<input type="text"/>	
Structure Lighting and/or Marking		
<p>All objects, regardless of their height, that have been assessed by Transport Canada as constituting a hazard to air navigation require marking and/or lighting in accordance with the CARs (Canadian Aviation Regulations) and should be marked and/or lighted to meet the standards specified in <a href="#">CAR 621.19</a>.</p>		
<b>Structure is lighted:</b>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
<b>Structure is marked:</b>	Yes <input type="checkbox"/>	No <input type="checkbox"/>
<p>I hereby certify that the location, height/elevation, construction dates, as well as lighting and marking information contained herein to be true and accurate.</p>		
<b>Name</b>	<b>Signature</b>	
<b>Title</b>	<b>Date</b>	

OFFICE USE ONLY:	
<b>AIS Office:</b>	AIS YYZ Designers
<b>NOTAM:</b>	No
<b>May 27, 2011</b>	<b>Advise AIS:</b> Yes

## Appendix H - Demand Table

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	Drag	Kart	Motocross	Mud Bog	Demolition	Oval Track Racing	ATV	TOTAL
Event Revenue								
No. of Participants	450	175	130	60	85	65		965
Average registration fee	175	80	20	30	40	115		
Participant Revenue	78,750	14,000	2,600	1,800	3,400	7,475	-	108,025
No. of Spectators	6,000	500	450	2,500	2,500	350		12,300
Average Attendance Fee	25	-	10	15	8	12		
Spectator Revenue	150,000	-	4,500	37,500	20,000	4,200	-	216,200
Revenue Per Event	228,750	14,000	7,100	39,300	23,400	11,675		324,225
No of Events	4	2	4	2	2	14		28
Total Event Revenue	915,000	28,000	28,400	78,600	46,800	163,450	-	1,260,250
Practice Revenue								
Test and Tune Members	45	25	75	15		12		172
Practice Days/Year/Person	52	52	156	26		52		338
Fee Per Practice Day	\$ 60.00	\$ 20.00	\$ 20.00	\$ 20.00		\$ 60.00		
Total Practice Revenue	140,400	26,000	234,000	7,800	-	37,440	-	445,640
TOTAL REVENUE	1,055,400	54,000	262,400	86,400	46,800	200,890	-	1,705,890

## Appendix I - Letters of Support

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**Frank J. Elsner**  
Chief of Police  
Chef de police



6 October 2009

190 rue Brady Street  
Sudbury, Ontario  
P3E 1C7

Mr. Jim Savage  
Chair, SDMA  
246 Ravina Ave.  
Garson, Ontario  
P3L 1A7

Emergency 911 urgence

Dear Mr. Savage:

Tel/tél: Administration  
705.675.9171

I am pleased to offer this letter of support for the proposed Motor Sport Park here in the Greater City of Sudbury.

Fax: Administration  
705.674.7090

Through City Councilor Landry-Altmann's leadership, our police service has been working with the SDMA-Sudbury District Motorsport Association to bring this project to fruition.

Fax: Operations/ Opérations  
705.675.8871

[www.police.sudbury.on.ca](http://www.police.sudbury.on.ca)

We support this project as parks like the one proposed would bring a safe and legal alternative to street racing in our community. I also understand that training and education will be available at this venue, which will in turn, increase the competency of the drivers on our city streets.

Furthermore, citizens in our community would have an exciting attraction to attend or become involved with. One of our police service priorities is to work with our youth in an effort to promote a healthy and vibrant community. I believe this project fills a need in our community while meeting the goals of our police service.

The Greater Sudbury Police Service is committed to the safety of all the citizens in our community. Any initiatives that will assist us in making our streets safer have our full support. I strongly encourage favourable consideration of this request.

If you require any further information, please do not hesitate to contact me at (705) 675-9171, ext 2368 or at [frank.elsner@police.sudbury.on.ca](mailto:frank.elsner@police.sudbury.on.ca).

Sincerely,

A handwritten signature in black ink, appearing to be "F. Elsner", written over a horizontal line.

Frank J. Elsner  
Chief of Police

September 28, 2009

**Campus**

Sudbury  
Hearst  
Kapuskasing  
New Liskeard  
Nipissing  
Timmins  
Toronto

**Points de service**

Alban  
Barrie  
Blind River  
Capreol  
Chapleau  
Chelmsford  
Cochrane  
Coniston  
Constance Lake  
Dowling  
Dubreuilville  
Elliot Lake  
Garson  
Hamilton  
Hornepayne  
Iroquois Falls  
Kirkland Lake  
Lively  
London  
Longlac  
Mississauga  
Noëlville  
North Bay  
Penetanguishene  
St-Charles  
Thorold  
Val Caron  
Virginiatown  
Wawa  
Welland  
Windsor

Ms. Joscelyne Landry-Altmann  
City of Greater Sudbury  
PO BOX 5000, STA A, 200 Brady St.  
Sudbury ON P3A 5P3

Re: Multifaceted Motorsports facility in Sudbury

Ms. Landry-Altmann,

Further to our discussions regarding a Multifaceted Motorsports facility in Sudbury, Collège Boréal is in full support of such an innovative and promising initiative for the entire community.

As you know, Collège Boréal is an important player in our region. It has a demonstrated ability to weave working relationships with a number of service providers and industry partners in Greater Sudbury. In addition, its mandate to prepare a qualified workforce adapted to the linguistic needs of our region is a definite asset toward the realisation of a number of projects.

Consequently, allow me to mention a number of programs offered at Collège Boréal which could indeed provide the necessary skilled trades persons for a project such as yours to succeed. These programs include Motorcycle training, ATV courses as well as a two-year Motor Vehicle Technician program. The programs can be offered in a number of flexible formats as are available at Collège Boréal (continuing education, postsecondary programs, apprenticeship, training on demand, etc.)

Finally, given your interest in making such a facility a tourist attraction open for the Greater Sudbury population, perhaps even Ontario, it appears to me that it is worth involving partners, such as Collège Boréal, known for their veritable bilingualism, leadership and adaptability. In addition, were there to be a need for training associated with this project, we will do all we can to contribute to the success of such an interesting project.

I trust that this information is useful to you as you consider all the possibilities associated with such an undertaking. Be assured of our utmost support.

Denis Hubert  
President

Le 28 septembre 2009

**Campus**

Sudbury  
Hearst  
Kapuskasing  
New Liskeard  
Nipissing  
Timmins  
Toronto

**Points de service**

Alban  
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Dowling  
Dubreuilville  
Elliot Lake  
Garson  
Hamilton  
Hornepayne  
Iroquois Falls  
Kirkland Lake  
Lively  
London  
Longlac  
Mississauga  
Noëlville  
North Bay  
Penetanguishene  
St-Charles  
Thorold  
Val Caron  
Virginiatown  
Wawa  
Welland  
Windsor

Mme Joscelyne Landry-Altmann  
Ville du Grand Sudbury  
CP 5000, Succ. A, 200, rue Brady  
Sudbury ON P3A 5P3

Objet : Centre récréatif pour véhicules motorisés de Sudbury

Mme Landry-Altmann,

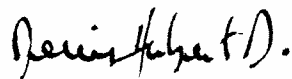
Suite à nos discussions relatives au développement d'un Centre récréatif pour véhicules motorisés à Sudbury, je tiens par la présente à vous signifier l'appui du Collège Boréal dans cette initiative novatrice et prometteuse pour l'ensemble de notre communauté.

Comme vous le savez, le Collège Boréal est un acteur important de notre région. Son aptitude à tisser de nombreux liens avec l'ensemble des intervenants du Grand Sudbury et son mandat de former une main-d'œuvre qualifiée adaptée à la diversité linguistique qui nous caractérise en font un atout majeur dans la concrétisation de nombreux projets.

Ainsi, j'aimerais porter à votre attention l'existence de plusieurs programmes offerts par le Collège Boréal et susceptibles de répondre aux besoins de main-d'œuvre inhérents à la réussite de votre projet. Parmi ces programmes figurent nos formations en motocyclisme, nos formations en VTT ainsi qu'un programme de deux ans intitulé Techniques des véhicules automobiles. Ces programmes peuvent être offerts de façon flexible tant les modes de livraison disponibles au Collège Boréal sont nombreux (éducation permanente, formation postsecondaire, apprentissage, formation sur mesure, etc.)

Enfin, compte tenu de votre volonté judicieuse à faire de ce futur centre un attrait touristique ouvert à l'ensemble de la population sudburoise voire ontarienne, il m'apparaît pertinent d'y associer, à l'image du Collège Boréal, des partenaires reconnus pour leur véritable bilinguisme, leur leadership et leur adaptabilité. Aussi, dans l'éventualité où un besoin de formation devait s'avérer opportun, soyez assuré que notre établissement mettra tout en œuvre afin de contribuer au succès de ce palpitant projet.

Espérant le tout conforme à vos attentes, je vous prie d'agréer, Mme Landry-Altmann, l'expression de mes sentiments distingués.



Denis Hubert  
Président

c.c. Daniel Giroux  
Vice-président, Les entreprises « LEB »



**Cambrian College  
of Applied Arts  
and Technology**

1400 Barrydowne Road  
Sudbury, Ontario  
Canada P3A 3V8

Telephone  
(705) 566-8101

Facsimile  
(705) 524-7329

[www.cambriancollege.ca](http://www.cambriancollege.ca)

August 10, 2009

Joscelyne Landry-Altmann  
c/o City of Greater Sudbury  
PO Box 5000, STN 'A', 200 Brady St.  
Sudbury, ON P3A 5P3

Dear Councillor Landry-Altmann

First I would like to congratulate you on your leadership with the exciting initiative to develop a motorized recreational vehicle facility in Greater Sudbury. I believe this will help establish Sudbury as a destination for these enthusiasts, making a significant impact on our economy. It will also really excite many citizens of our city.

Further to our brief conversation concerning programs, Cambrian does offer a 2 year diploma for a Motive Power Technician (auto mechanic). We also offer a small engine repair course through our Continuing Education which has a small but steady enrolment. The focus for these students is mostly recreational. Of course, we offer the Motorcycle training which prepares riders for street riding, but we also offer a motorcycle maintenance workshop which can be expanded to other recreational vehicles.

We are exploring how we can perhaps develop a couple of credit courses that will target the recreational vehicle client, perhaps as a dual credit offering for students still in secondary school. Suffice to say, where there is an interest and potential demand for learning and training in the community, Cambrian is ready to respond. We will keep watching the landscape as your proposal develops and would be very happy to have our staff directly liaise with your group, should they be interested.

All the best as your project continues to move forward.

Sincerely,

Sylvia Barnard  
President, Cambrian College

## Appendix J - Car Racing Expenses

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## Car Racing Expense Sheet

### **Initial Costs:**

Motorhome	\$80,000
Car Hauler/Trailer	\$ 9,200
Race Car	\$50,000

### **Equipment:**

Generator	\$ 1,600
Tools	\$ 1,500
Air Compressor	\$ 200

### **Maintenance Equipment:**

Oil change on motorhome (twice /yr)	\$200 X 2
Tires every 5 years	\$250 X 6
Trailer tires every 5 years	\$150 X 4
Tranny service on Motorhome (twice /yr)	\$150 X 2
Brake service on Motorhome & Trailer every 5 yrs	\$200 – 600 on Motorhome \$320 on trailer
Propane in Motorhome	\$60 / yr
Dumping Fees (sewage ) per year	\$100
Fuel Costs	\$500 per trip on average (8 races / yr)
Freshen motor in Motorhome every 5 years	\$2000 - \$3000

### **Race Car Expenses:**

Race Fuel	\$1000 per year
Race Slicks (Tires)	\$850 per year per pair X 2
Spark Plugs	\$30 per season
Oil Change	\$300 per year for motor and tranny service

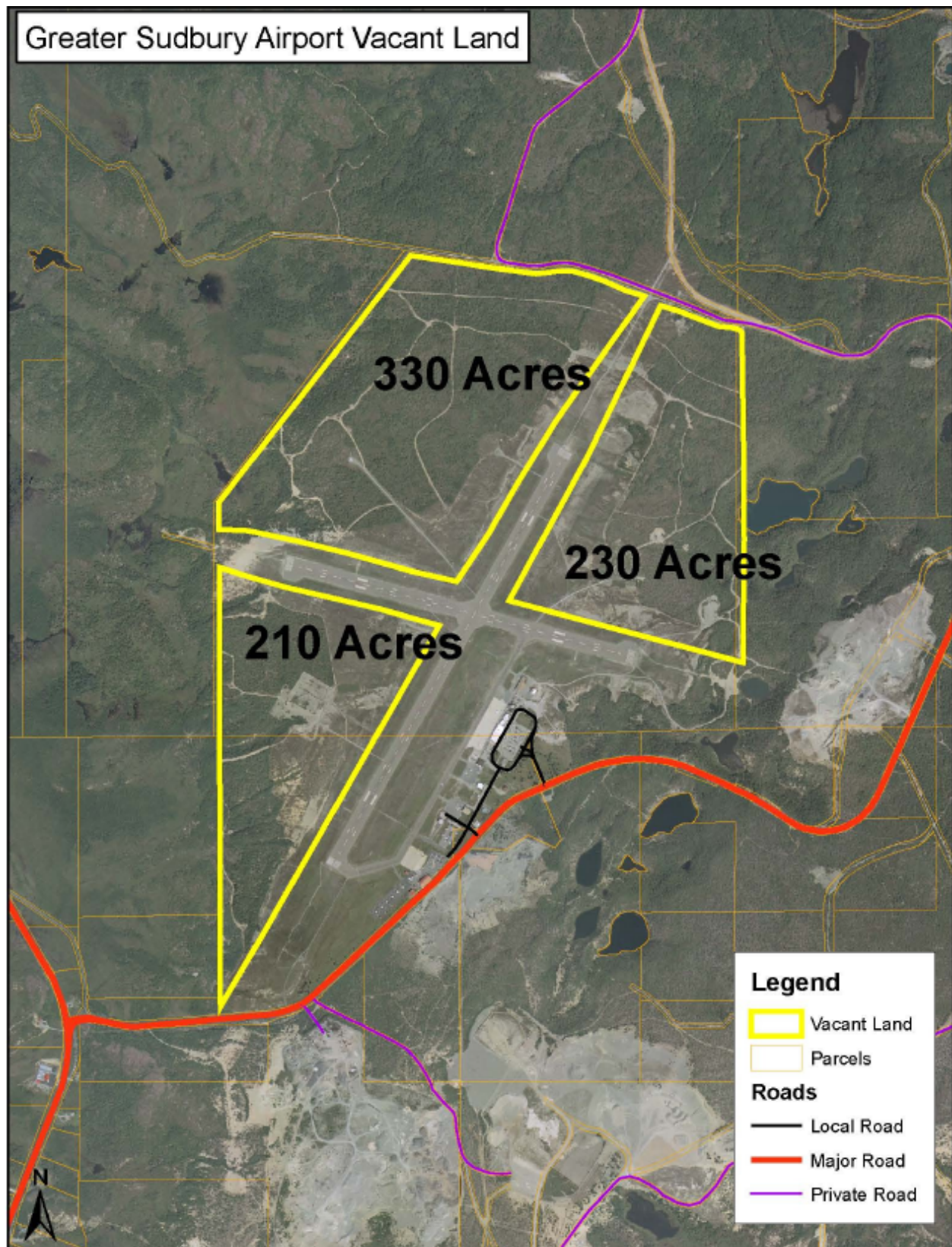
### **Safety Equipment:**

Seatbelts	\$100 (1 set every 2 years)
Window Net, Helmet, Race Suit, Gloves, Neck Brace, Race Shoes	\$800 - \$1000 every 5 yrs
Physical	\$180 every 2 years
Licencing	\$160 every 2 years
Car Certification	\$280 every 3 years

### **Miscellaneous Updates to Race Car:**

Cosmetic apperance (paint), new tach, mag wheels	\$3000 – 4000 (every 5 yrs)
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## Appendix K - Site Map



## Appendix L - SDMA Executive Members

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**Jim Savage**, President has been living in the city of Greater Sudbury for 35 years and is employed by Vale Inco. Jim and his two sons have been very active and involved with the motorsports sector in the Central Division of CMRC for approximately 10 years. Both boys have taken top honors in their respective classes and continue to excel.

**Don Lamontange**, Vice-President has been a resident of Rayside Balfour since 1974. He is a retired auto mechanics teacher of the Rainbow District School Board. Don has been involved in drag racing since 1990. He strongly believes that there is a need for a motorsports park.

**John Simeoni**, Treasurer born and raised in Sudbury, Ontario, has been racing cars since 1979. He also builds race cars and race engines. John is a licensed NHRA driver #324E. Currently, his 1966 Chevy II-Nova runs approximately 9 seconds in the ¼ mile. He drives in the Super Pro Class at drag racing events.

**Heinz Wuthrich**, Secretary has been living in Sudbury for 28 years. He was a founding member of the Sudbury Kart Club and was Norton Ontario two stroke champion in 1995. He also raced stock cars in North Bay.

**Lorne Romanko** was born and raised in Sudbury and always liked hot rods, old cars and muscle cars and race cars. Since high school he always liked racing and drag racing. His accomplishments as a drag racer include: eight first place finishes in street class, one first place finish in semi pro, as well as many other top six finishes.

**Claude Trudel** has been drag racing for 25 years and has tried many times to develop such a facility in Sudbury. He loves the sport is part of SDMA in order to develop opportunities for Sudbury's next generation while keep related economic benefits from leaking out of the community.

**Gilles Boudreault**, president of the Chemmy Mudboggers, has been involved in the mudbogs for the last 20 years. Gilles has been working for Xstrata for 28 years as an electrician and is still actively racing. His family also participates in the event.

**Councillor Joscelyn Landry-Altmann** (Ward 12) is the mother of a son who has participated in motocross for the past four years. She has paid the bills along with the growing number of parents who support the sport. She has attended several races and knows firsthand the parental involvement needed and the positive family impact this sport as well as other similar motorsports produce. Joscelyn firmly believes that a facility will have a great economic impact on the community while opening the door to educational opportunities.

The **Greater Sudbury Development Corporation** has worked closely with SDMA and provides administrative support as well assistance with organizational development. Further, Greater Sudbury Police Services participates as a liaison to SDMA. Further, GSDC will assist in the provision of an intern and office space to assist in business plan and project implementation. GSDB will provide support to Executive on an ad hoc basis.